

# City of Takoma Park

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Barbara B. Matthews, City Manager

April 4, 2011

Honorable City Councilmembers:

I am pleased to present for your review and consideration my recommended budget for the City of Takoma Park for Fiscal Year (FY) 2012. The City's annual budget determines the manner in which services will be delivered to the community during the coming year, and its adoption is the most important action that the City Council takes each year.

As in the past, I have prepared the proposed budget for FY 2012 with a focus on the long-term financial health of the City. Guiding financial principles included the following:

- Maintenance of adequate financial reserves to address timing differences in the City's receipt of monies and to avoid any disruption in services caused by a decline in a significant revenue source;
- Maintenance of Takoma Park's infrastructure, the City's vehicle and equipment fleet, and City facilities, both now and in the future; and,
- Use of reserve funds to fund only non-recurring initiatives or capital projects.

In the development of this budget, strong consideration was given to the priorities set forth in the City's Strategic Plan and prior financial and programmatic decisions made by the Council.

On February 22, 2011, the City Council held a work session to provide guidance on the development of the proposed budget for FY 2012. In keeping with the Council's direction at the work session, the proposed budget for FY 2012 focuses on the maintenance of existing service levels rather than the expansion of services.

## **Major Budgetary and Financial Issues**

### Economic Climate

The past few years have been a period of significant change for local governments across the country. While the Washington, D.C. region has fared better than many parts of the United States, both the State of Maryland and Montgomery County continue to grapple with structural budget deficits.

The cost cutting efforts of the State and County have included significant reductions in local aid, including Highway User Revenues, State Police Protection Aid, and municipal tax duplication payments. The reductions in these revenues sources have made the City of Takoma Park more reliant on real property tax revenues to meet its operational and capital needs.

On the national level, the economic downturn has resulted in low fixed income security rates. As a result, the City has experienced a significant decline in interest income on its investment portfolio in recent years.

The downturn in the stock market has impacted the investment portfolios of retirement systems across the country. The City has been particularly impacted by significant increases in the employer contribution rate for the State Retirement and Pension System of Maryland, through which the City provides retirement benefits to its non-sworn personnel.

The conventional wisdom is that it will take some time for the overall economic situation to improve. The staff will continue to be vigilant and to work to maximize use of the City's constrained resources for the betterment of the Takoma Park community.

#### Property Assessments and Taxes

Real property in the State of Maryland is reassessed on a triennial basis. All real property in Takoma Park was reassessed during FY 2010.

According to the Maryland Department of Assessments and Taxation, the City's assessable real property base (net) is estimated to increase by approximately \$59.5 million or 3.1 percent from the prior year. The increase in the net value is partially attributable to the impact of the State Homestead Property Tax Credit.

The State Homestead Property Tax Credit limits the increase in taxable assessments each year to ten percent for residential property owners that meet certain criteria. Technically, the Homestead Credit does not limit the market value of the property as determined by the Department of Assessments and Taxation but limits the increase on the amount to be taxed to no more than ten percent. The ten percent cap effectively delays the impact of significant escalations in residential property assessments. As assessed values decrease, the gap between true and taxable assessed values narrows, with the full impact of lower property values being reflected in flattening property tax revenues.

Recognizing that increasing assessments pose a hardship for property owners, the City Council has made a concerted effort in recent years to reduce the real property tax rate to lessen the financial impact. In FY 2006, the City Council reduced the real property tax rate from \$0.66 per \$100 of assessed valuation to \$0.63. The rate was lowered again in FY 2007 to \$0.61 per \$100 of assessed valuation, to \$0.605 in FY 2009, and to \$0.58 in FY 2010. The rate remained at \$0.58 in FY 2011.

The proposed budget for FY 2012 is predicated on the continuation of the \$0.58 real property tax rate. At this rate, real property tax revenues would increase by \$395,178 compared to FY 2011 budgeted revenues.

The recommended budget for FY 2012 provides \$160,000 for the City's local supplement to the State Homeowner Property Tax Credit Program. This program allows credits against the homeowner's property tax bill if the property taxes exceed a fixed percentage of the person's gross income. In other words, it sets a limit on the amount of property taxes any homeowner must pay based upon his/her income. Since September 2005, the City has provided a local supplement equal to 50 percent of the State Credit to provide tax relief to low- and moderate-income and other homeowners who qualify for the State credit. Historically, about 165 to 170 households per year have benefited from this tax relief.

#### Staffing and Personnel Costs

As a service industry, the majority of the City's operational costs are personnel-related. For FY 2012, approximately 55 of all proposed expenditures (all funds) are associated with staffing.

Staffing costs carry forward into future years; as wage rates and benefit costs increase, the impact on the City's operating budget is compounded over time. As a result, the City has been very cautious about adding new positions and has instead looked for ways to realign staffing as vacancies have occurred.

In FY 2011, the City Council accepted my recommendation to realign City staffing to position the City to remain financially stable in spite of the economic downturn. As part of this process, several positions were eliminated and others were restructured from full-time to part-time status. This realignment occurred across all City departments and, combined, resulted in an approximate five percent reduction in City staffing.

With the reduction in City staffing and no corresponding reduction in City service levels, the past year has been a challenging one for the City staff. They rose to the challenge, and the City was able to continue providing a high level of customer service due to the dedication and hard work of all City employees.

The proposed budget for FY 2012 recommends no change in staffing levels, in accordance with the guidance provided by the City Council at the February 22, 2011 work session. While the funding source for certain positions will change, full-time equivalents will essentially remain the same. Employee wage adjustments will be the subject of negotiation with the City's two bargaining units.

Relative to fringe benefit costs, employee health insurance is projected to increase 8.5 percent in FY 2012. The City's contribution rate for the City of Takoma Park Police Employees' Retirement Plan will essentially remain the same, increasing from 34.82 percent to 34.83 percent of covered payroll; the Plan covers sworn police officers who are employed on a regular full-time basis. By contrast, the City's contribution rate for the State Retirement and Pension System (which covers the City's non-sworn personnel) will significantly increase in FY 2012; the contribution rate will increase from 10.83 percent of covered payroll to 15.94 percent.

In FY 2011, the City was confronted with escalating costs in the area of worker's compensation insurance and, as a result, left the Montgomery County Insurance Pool. The proposed budget assumes that the City remains with its current carrier, the Injured Worker's Insurance Fund. On a budget-to-budget basis, worker's compensation costs are projected to decrease by \$55,000 in FY 2012.

### Debt Service

The FY 2012 budget for the Debt Service budgetary unit is \$2,144,583. This represents an increase of \$963,670 from the FY 2011 budget.

The variance is attributable to the proposed redemption of the 2002 Community Center bond issue. The bond provisions allow for the City to redeem the balance of this bond, which has an associated term of 20 years, in whole or in part at any time on or after June 1, 2012. The City has sufficient unreserved monies to redeem the bond in June 2012. The early redemption of the 2002 Community Center bond issue will save approximately \$347,000 in interest costs and trustee fees.

The proposed FY 2012 budget includes funding in the amount of \$1,398,056 for debt service payments associated with the 2002 Community Center bond issue. The scheduled debt service payment for the year totals \$157,556. The projected payoff amount for the bond issue in June 2012 is \$1,240,500.

In FY 2012, the City will make final payment on the 2004 street improvement bond issue. Since the bonds were issued, the City has pledged funding in the annual amount of \$500,000 for debt service on the bonds, with the balance allocated for street improvements. Upon retirement of the street improvement bond, the City will need to continue to allocate \$500,000 per year towards street improvements. As a result, there will be no net budgetary savings realized from the payoff of the street improvement bond issue.

During the coming fiscal year, the City will make the final payment on a capital lease for police cars. The lease payment for FY 2012 is \$49,322.

With the payoff of the 2002 Community Center bond issue and the capital lease, annual debt service payments going forward will be reduced by approximately \$207,000 (assuming that no new debt is issued).

The reduction in debt service payments beginning in FY 2013 will provide the City with greater financial flexibility in the future.

### Environmental Initiatives

During FY 2012, the City will undertake a number of environmental initiatives. These initiatives are described in detail below.

As part of the annual purchase of police vehicles, a traditional gasoline fueled vehicle will be replaced by a hybrid vehicle. The hybrid vehicle will emit fewer tons of CO<sub>2</sub> per year and will reduce the City's fuel costs over the life of the vehicle.

At the corner of Prince George's Avenue and Circle Avenue, the City owns a large parcel in the right-of-way that contains several storm system lines and a large inlet. The Prince George's/Circle Avenue Bio-Retention Project will involve the creation of a bio-retention area by removing the existing inlet and excavating an area that will be replaced with sand and soils that promote drainage. The area will be replanted with vegetation that thrives in these conditions. It will be structured to enable run-off from the surrounding streets to be channeled into the bio-retention area.

The intersection of Wabash and Roanoke Avenue is a large impervious asphalt area that is steeply sloped. The slope continues outside the roadway and down to Sligo Creek Parkway and the creek. During most rains, water washes down the street and causes erosion to the steep slope. The Wabash Avenue Filtration and Stabilization Project will remove a portion of the asphalt and replace it with a filtration area. Stormwater can then be absorbed into the ground, slowing the velocity of the water, reducing erosion, and removing pollutants.

The Poplar Mill/Sligo Mill area is a designated open space, purchased largely by the Maryland-National Capital Park and Planning Commission. In accordance with an agreement with the Commission, the City maintains the space. The area includes a large creek known as "Takoma Branch" which is fed by a large storm drain culvert which drains the adjacent area. Within the floodplain, there is evidence that the site was used for many years as a dumping ground for concrete, rubble, and other trash. The Poplar Mill/Sligo Mill Debris Removal and Takoma Branch Stream Valley Restoration Project, which will continue over many years, will entail the removal of the debris and the re-creation of the natural contour of the streambed. As part of the project, invasive species will be removed.

The Ritchie Avenue Bio-Retention Project will entail installation of a traffic circle along with streetscaping in curb extensions. Current plans call for the central traffic circle to be constructed with porous pavers. The curb extension will serve as a bio-retention area to treat the runoff generated from the Oswego and Ritchie Avenue intersection.

The Flower Avenue Green Street project will have two significant "green" benefits. By making the street safer and more comfortable for pedestrians, bikers, and bus riders, non-vehicular modes of transportation will be encouraged. The project will also slow, filter, and reduce stormwater runoff into Sligo Creek and Long Branch Creek. The one-mile stretch of Flower Avenue between Piney Branch Road and Carroll Avenue has almost no stormwater infrastructure. Rain water flows on the surface of Flower Avenue to the side streets and then flows directly into Sligo Creek and Long Branch Creek. Rain gardens, proposed to line Flower Avenue, will slow the runoff and allow for filtration of the water entering the watershed. If funds allow, other "green" features can be installed, such as LED streetlights and green roofed bus shelters.

The City has been awarded a grant in the amount of \$93,000 from the Maryland Energy Administration. The grant funding, supplemented by City funding for design services, will be used to make energy efficient improvements at the Takoma Park Community Center. The existing chiller system will be replaced with a high efficiency chiller and two air handling units. Programmable thermostats will be added for the five existing roof top heat pump units.

The FY 2012 budget also contemplates continuation of the bulk buy tree purchase program. In keeping with the Council's stated desire to encourage planting of trees on private property, the City will provide a subsidy of \$50 per tree purchased through the program. The budget assumes the allocation of \$5,000 from the Tree Fund for this subsidy.

#### Equipment Replacement Reserve

In accordance with the City Charter, certain monies are set aside for the scheduled replacement of vehicles and equipment. These funds are accounted for in the Equipment Replacement Reserve.

Prior to my tenure as City Manager, there were years in which no contribution was made to the Equipment Replacement Reserve. With the support of the City Council, a concerted effort has been made in recent years to adequately fund the Equipment Replacement Reserve to ensure that the City's vehicle and equipment fleet is appropriately maintained. The proposed budget contemplates a contribution in the amount of \$750,000 to the Equipment Replacement Reserve. Because FY 2012 revenues will not fully support this level of contribution, a portion of it will be made through a transfer from unreserved fund balance to the Equipment Replacement Reserve.

#### Facility Maintenance Reserve

The FY 2012 budget contemplates the creation of a Facility Maintenance Reserve. Currently, the Equipment Replacement Reserve contains a number of items that are facility-related; however, it does not provide an adequate mechanism to address all future facility maintenance needs.

The creation of a Facility Maintenance Reserve would provide a more focused mechanism to ensure that the City identifies and plans for future facility maintenance items. The proposed budget for FY 2012 recommends an initial funding contribution of \$250,000 for the Facility Maintenance Reserve.

### **Budget Overview**

The FY 2012 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund.

The General Fund accounts for the day-to-day operational activities of the City, such as police protection, snow removal, and general administration. The City is responsible for providing stormwater management services within its corporate boundaries; revenue and expenditure activities related to this function are tracked through the Stormwater Management Fund. The Special Revenue Fund is utilized to account for projects financed with grants, including those from federal, state, and county agencies. The Speed Camera Fund was established in FY 2009 to track financial transactions associated with the City's speed camera program, which went into effect on April 1, 2009.

Combined expenditures for all funds for FY 2012 equal \$24,540,487. Combined revenues for all funds total \$22,915,252. The variance between expenditures and revenues is made up by the use of fund balance, including monies set aside in the Equipment Replacement Reserve.

The following table summarizes proposed expenditures for FY 2012 by fund. Budgeted and estimated expenditures for FY 2011 are provided for comparative purposes.

<b>Fund</b>	<b>Budgeted FY 2011</b>	<b>Estimated FY 2011</b>	<b>Proposed FY 2012</b>
General	\$22,372,762	\$21,965,457	\$20,736,157
Stormwater Management	535,214	543,978	498,511
Special Revenue	850,239	451,875	1,025,041
Community Center	20,000	20,000	0
Speed Camera	2,022,166	1,758,455	2,280,778
<b>Total Expenditures</b>	<b>\$25,800,381</b>	<b>\$24,739,765</b>	<b>\$24,540,487</b>

The variance between FY 2011 and FY 2012 expenditures is attributable primarily to costs associated with renovation of the Public Works Facility. Further detail on each of the four funds comprising the FY 2012 budget follows.

### **General Fund**

The majority of City spending is accounted for in the General Fund. Departmental activities reflected in General Fund expenditures include General Government, Police, Public Works, Recreation, Housing and Community Development, Communications, and Library.

In addition to the aforementioned operational activities of the City, the General Fund also provides for certain expenditures that are not related to a particular department. These costs, classified as “non-departmental” for budgetary purposes, include general liability and other insurance coverage and the City’s local supplement to the State Homeowner’s Property Tax Credit.

The General Fund provides for principal and interest payments on the City’s outstanding debt obligations. These obligations, which were incurred as a result of long or short-term borrowing or lease financing, are accounted for in the debt service division of the General Fund.

Certain capital expenditures are also recorded in the General Fund. These expenditures include the purchase of vehicles and equipment and the cost of infrastructure projects, including street resurfacing.

### **General Fund Revenues**

The following table summarizes projected General Fund revenues for FY 2012 by source. Budgeted and estimated revenues for FY 2011 are provided for comparative purposes.

<b>Revenue Source</b>	<b>Budgeted FY 2011</b>	<b>Estimated FY 2011</b>	<b>Proposed FY 2012</b>
Taxes and utility fees	\$13,548,772	\$13,542,297	\$13,949,128
Licenses and permits	71,604	41,500	53,300
Fines and forfeitures	207,000	262,000	228,800
Use of money and property	76,000	58,000	60,000
Charges for service	835,700	915,000	906,800
Intergovernmental	4,065,941	4,233,656	4,137,610
Miscellaneous	143,325	143,725	82,350
<b>Total Revenues</b>	<b>\$18,948,342</b>	<b>\$19,196,178</b>	<b>\$19,417,988</b>

As mentioned earlier in this transmittal message, Takoma Park relies heavily on property taxes to fund its operations. The decline in other revenue sources in recent years has increased the City’s reliance on property tax revenues. Tax receipts from real property make up approximately 58 percent of projected FY 2012 General Fund revenues.

Income taxes are another major source of operating revenues for the City. In accordance with Maryland law, municipalities within Montgomery County receive 17 percent of County income tax collected within the municipality. Revenues declined slightly in FY 2009, likely due in part to the General Assembly’s approval

of an increase in the income tax personal exemption, decreasing taxable income on which local income taxes are based. The downturn in the economy has also impacted this revenue source, and the City's income tax receipts for Fiscal Year 2011 are expected to come in slightly under budget. In anticipation of stronger economic conditions in FY 2012, income tax revenues are projected to increase slightly compared to Fiscal Year 2011 receipts. This revenue source is anticipated to yield approximately \$2.1 million, which equates to about 11 percent of total General Fund revenues for FY 2011.

Intergovernmental revenues are projected to increase by about \$72,000 from FY 2011. The decrease in intergovernmental revenues is a direct result of the financial difficulties of the State of Maryland and Montgomery County. In late summer 2009, the State of Maryland significantly reduced the municipal share of Highway User Revenues as well as State Police Protection Aid. To put this reduction in perspective, the City received revenues of approximately \$994,000 from these two sources in Fiscal Year 2008. For FY 2012, staff projects receipts of about \$283,000 from Highway User Revenues and State Police Protection Aid. As of the date of this transmittal message, the State Legislature is considering a measure that would restore a portion of the prior reduction in Highway User Revenues. While I am cautiously optimistic that this measure will come to fruition, its success was too speculative at this juncture to adjust Highway User Revenues accordingly.

In addition to the decline in State revenues, the City has also experienced a decline in monies coming from Montgomery County. During FY 2011, the County reduced tax duplication payments by 15 percent, resulting in a revenue loss of \$450,010. The County also reduced its Library Aid payment and the amount of the operational grant for the New Hampshire Avenue Recreation Center.

The County Executive's proposed budget reflects a five percent reduction in the FY 2011 amount for tax duplication payments, equating to a revenue loss of \$127,503. A similar reduction has been proposed for the Library Aid payment and the operational grant for the New Hampshire Avenue Recreation Center.

Based on data received from Montgomery County, the FY 2011 budget also reflected a reduction in the County Police Rebate, which is based on Takoma Park's assessable base. The City recently learned that a computation error had been made and that the City will actually receive \$163,420 more than the budgeted amount. Revenues from this source are expected to increase again in FY 2012, reflecting a budget-to-budget gain of \$204,590.

Combined, FY 2012 revenues from Montgomery County are projected to increase \$57,957 compared to the prior year budget.

The economic downturn has caused overall fixed income securities rates to remain low, which has resulted in a significant decline in interest income earned on the City's investment portfolio in recent years. To put this decline in perspective, revenues from the use of money and property generated about \$354,000 in FY 2008. Staff projects receipts of \$60,000 in FY 2012.

Revenues from services and charges are projected to exceed the FY 2011 budgeted amount, primarily due to increased revenues from recreation programs and services. On a budget-to-budget basis, revenues from services and charges are expected to increase by \$71,100. The majority of the variance is attributable to recreation programs and services.

As part of the preparation of the proposed budget for FY 2012, staff conducted a comprehensive review of the City's fee structure. The City's cost of providing the service was analyzed, as well as a survey of other jurisdictions' fee structures. Proposed General Fund revenues reflect increases in several existing fines and fees (for example, parking violation fines), as well as the enactment of new charges, such as the enactment of a library card charge for Montgomery County residents who live outside the boundaries of Takoma Park.

## General Fund Expenditures

The proposed budget for FY 2012 includes General Fund expenditures in the approximate amount of \$20.74 million. The following table summarizes proposed expenditures by department or budget unit. Budgeted and estimated expenditures for FY 2011 are provided for comparative purposes.

<b>Department/ Budget Unit</b>	<b>Budgeted FY 2011</b>	<b>Estimated FY 2011</b>	<b>Proposed FY 2012</b>
General Government	\$2,450,098	\$2,369,334	\$2,490,336
Police	5,752,730	5,815,597	5,939,150
Public Works	3,889,393	3,775,655	3,900,442
Recreation	1,346,678	1,294,075	1,344,716
Housing & Community Development	1,265,788	1,234,007	1,278,650
Communications	345,123	306,856	323,425
Library	992,559	980,396	1,025,774
Non-Departmental	941,817	924,981	905,790
Capital Outlay	4,207,663	4,083,792	1,383,291
Debt Service	1,180,913	1,180,764	2,144,583
<b>Total Expenditures</b>	<b>\$22,372,762</b>	<b>\$21,965,457</b>	<b>\$20,736,157</b>

Proposed General Fund expenditures for FY 2012 are \$1,636,605 less than budgeted expenditures for FY 2011. The components of the variance are described in more detail below.

- Personnel costs account for approximately 63 percent of fund expenditures. This expenditure category is up by \$365,363, or about 2.9 percent, compared to the prior year budget. As mentioned earlier in this transmittal message, increased fringe benefit costs (specifically the City's contribution to the State Retirement and Pension System and employee health insurance) account for the majority of the variance.
- Supplies, representing about five percent of General Fund expenditures, are essentially flat. This expenditure category is down by \$1,243 compared to the FY 2011 budget.
- Services and charges account for 11 percent of fund expenditures. Proposed FY 2012 expenditures are down by \$135,662 or 5.5 percent compared to prior year expenditures. Contributing factors to the variance include an adjustment in the City's projected cost for electricity and a reduction in contractual costs in several departments.
- Miscellaneous expenditures are up by \$959,309, or about 46 percent. As discussed earlier in this transmittal message, the proposed budget assumes the redemption of the balance of the 2002 general obligation bond issuance for the Community Center, which has an associated cost of \$1.24 million. The redemption will save Takoma Park taxpayers approximately \$347,000 in interest and fees.
- Capital costs will decrease by \$2,700,501. The variance is attributable to construction costs associated with the Public Works Facility renovation, the majority of which were incurred in FY 2011.

Certain General Fund projects/initiatives that I would like to call to your attention are described on the following page.

- The Housing and Community Development Department budget includes \$30,000 to support the work of Main Street Takoma. The work of Main Street Takoma would otherwise be performed by

City staff, and the financial support provided to the organization is the most cost effective way for it to be accomplished.

- The proposed budget contemplates continuation of the Small Community Grant Program, which was established by the City Council to work in partnership with the community to help achieve the prioritized goals set forth in the Strategic Plan. Funding in the amount of \$7,500 is provided for this program.
- The Non-Departmental budgetary unit includes continued financial support for the Independence Day Committee (\$12,500), the Crossroads Farmer's Market (\$15,000), and emergency assistance services (\$15,000). In accordance with the Council's direction, funding in the amount of \$7,000 has been included in the proposed budget for support to the Takoma Park Folk Festival.

In recent years, the City has conducted a bi-annual survey of Takoma Park residents; the last survey was done in 2009. The survey has provided residents with the opportunity to provide feedback on the quality of life in Takoma Park and City services. City staff has found the survey results to be very useful in identifying areas of concern that require management attention. Because of budgetary constraints, no funding for the next iteration of the resident survey has been included in the proposed budget for FY 2012. Should a new source of funding become available during the course of the budget process (such as an increase in Highway User Revenues), I recommend that the Council consider funding the survey in the next fiscal year.

#### General Fund Fund Balance

Fund balance represents the difference between actual revenues and expenditures as accumulated over time. The source and timing of revenues, as well as the stability of revenue sources, dictate the level of fund balance necessary to avoid cash shortages in normal day-to-day operations.

The General Fund is anticipated to begin FY 2012 with a fund balance of approximately \$8.06 million. Approximately 33 percent of this amount is set aside for specific purposes and is not available for general operations of the City. These purposes include the Equipment Replacement Reserve and the Emergency Reserve. The reserved fund balance also includes monies received from WSSC for future street work.

The proposed budget for FY 2012 contemplates the expenditure of approximately \$1.37 million in fund balance monies. Of this amount, \$1.24 million represents the costs of redeeming the 2002 Community Center bond issue. The balance represents the anticipated expenditure of Equipment Replacement Reserve funds and costs associated with the Public Works Facility renovation.

As of June 30, 2012, the General Fund is projected to have a fund balance of \$6.70 million. Included in this amount are the monies designated for the Equipment Replacement Reserve, the newly created Facility Maintenance Reserve, the Emergency Reserve, and funds received from WSSC for future street work. Combined, these restricted funds are projected to total approximately 45 percent of the year-end total General Fund fund balance.

As required by the Charter of the City of Takoma Park, the FY 2012 budget includes a contingency account equal to 0.5 percent of budgeted revenues. This contingency account is reflected in the Non-Departmental budgetary unit of the General Fund. For the purpose of projecting the fund balance as of June 30, 2012, I have assumed expenditure of the full amount of the contingency accounts during the fiscal year. If no contingency monies are expended, the projected fund balance would increase by approximately \$97,090.

## **Stormwater Management Fund**

The City is responsible for providing stormwater management services within its corporate boundaries. These services, which are directed by the Public Works Department, include the construction, maintenance, and repair of storm drains, inlets, channels, and ditches. Additionally, the City ensures compliance with state and federal requirements for erosion and pollution control associated with stormwater run-off. Revenue and expenditure activities related to these functions are accounted for in the Stormwater Management Fund.

Almost all fund revenues are derived from stormwater management fees paid by property owners in the City. Other Stormwater Management Fund revenue sources are permit fees, late fees, and interest charges. The proposed FY 2012 budget assumes receipt of grant funding in the amount of \$111,000. If awarded, the monies would be used for the Ritchie Avenue Bio-Retention Project, described earlier in this transmittal message.

All property owners in the City pay a fee that is based on the amount of impervious surface on the property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). The proposed budget for FY 2012 assumes no change in the base rate of \$48, which was implemented in FY 2007.

The budget reflects total Stormwater Management Fund expenditures of \$498,511. Of this amount, \$211,000 is allocated for various capital projects. Fund expenditures also include 50 percent of the personnel cost of the City Engineer, who directs the City's stormwater management activities, and 25 percent of the cost of an administrative employee.

## **Special Revenue Funds**

The City has historically pursued federal, state, and county grants to advance community priorities while keeping taxes as low as possible. Over the years, these grants have provided funding for a variety of purposes, including law enforcement, community revitalization, park development, and infrastructure improvements. The City utilizes Special Revenue Funds to account for revenue and expenditure activity attributable to the specific project funded by each grant.

In FY 2012, the City will receive funding from a variety of entities, including the Community Development Block Grant Program, the Maryland Department of Energy, and the Maryland Department of Housing and Community Development Community Legacy Program. The proposed budget for FY 2012 reflects total Special Revenue Funds expenditures of \$1,025,041. Projects to be funded with grant monies during the fiscal year include the following:

- Educational programming to enhance the safety of children coming to and from school
- Design and construction of sidewalk and related pedestrian safety improvements
- Weekly distribution of food to low- and moderate-income households and to elementary school children eligible for free and reduced meals
- Provision of façade grants for commercial buildings located within the Main Street Takoma area
- Renovation of Historic Takoma, Inc.'s headquarters in Takoma Junction
- Purchase of easements from qualified commercial property owners for various façade improvements, sign repair and replacement, and other related site improvements in Community Development Block Grant eligible census tracts

- Renovation of the field area of Ziegler Park
- Bilingual marketing and an educational initiative designed to improve access to fresh and locally grown foods associated with the Crossroads Farmer's Market.

An operating transfer in the amount of \$47,500 will be made from the General Fund to the Special Revenue Funds. Of this amount, \$500 will be used to pay for fund bank charges while \$20,000 is the required City match for the Ziegler Park field renovation. Funding in the amount of \$27,000 will be used for design work associated with the efficiency grant provided by the Maryland Department of the Energy.

Fund revenues will exceed expenditures by \$389,468. The difference between revenues and expenditures is due to the receipt of more cable grant monies than will be expended in FY 2012.

### **Speed Camera Fund**

The Speed Camera Fund was established in FY 2009 to account for financial transactions related to the City's speed camera program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities.

In FY 2009, two cameras were installed on New Hampshire Avenue. Two cameras were also installed in the 500 block of Ethan Allen Avenue.

In March 2011, a fifth camera was installed in the 1000 block of University Boulevard, eastbound. Installation of a sixth camera in the 1000 block of East-West Highway, westbound, is pending.

#### Speed Camera Fund Revenues

By State law, speed camera program revenues are restricted. They can only be used for purposes that improve public safety.

The City's speed camera program went into effect on April 1, 2009. The program was impacted by legislation enacted during the 2009 State legislative session. Prior to enactment of the legislation, citations were issued for speeds more than ten miles per hour above the posted limit; the 2009 legislation provided for citations to be issued for speeds in excess of 12 miles per hour above the posted limit as of October 1, 2009. The change in the citation threshold resulted in a decrease in fund revenues.

For FY 2012, Speed Camera Fund revenues are budgeted at approximately \$1.6 million. Because the City has limited data on the recently installed University Boulevard camera and the East-West Highway camera has not yet been installed, this revenue projection is based on the operations of only the New Hampshire and Ethan Allen cameras. At such time as reliable data relative to the newest cameras becomes available, Speed Camera Fund revenues should be adjusted through the budget amendment process.

#### Speed Camera Fund Expenditures

Speed Camera Fund expenditures for FY 2012 total \$2,280,778. In preparing the fund budget, a concerted effort was made to address the diverse opinions of Councilmembers regarding the use of speed camera monies.

An overview of Speed Camera Fund expenditures is provided below:

- Personnel costs for 3.75 full-time equivalents will be charged to the Speed Camera Fund. This represents an increase of 0.75 full-time equivalents compared to FY 2011. The cost of the officer assigned to the inter-jurisdictional Gang Task Force was fully funded with grant monies during FY 2011; however, it does not appear that the federal government will reauthorize funding for the Task

Force for FY 2012. There is sufficient grant funding for the position for the first quarter of the new fiscal year; the balance of the cost of the employee will be charged to the Speed Camera Fund in the coming fiscal year.

- The contractually required payment to ACS State and Local Solutions, Inc., the firm that the City retained for installation of the speed cameras, is projected to be \$623,000. This figure is tied to Speed Camera Fund revenues which, as previously indicated, are budgeted only on the New Hampshire Avenue and Ethan Allen Avenue cameras.
- Funding in the amount of \$140,800 is allocated for public safety expenditures, including in-car video cameras, personal protective equipment for police personnel, field radio equipment, and in-car mobile computers. Field radio equipment and in-car mobile computers were previously funded out of the Equipment Replace Reserve. The transfer of these items to the Speed Camera Fund relieves some of the financial pressure on the Equipment Replacement Reserve, allowing a reduction in the amount to be allocated to it on an annual basis.
- An allocation of \$575,000 has been included for new sidewalk design and construction. It is anticipated that the work will be focused on Wards 2 and 6.
- Funding in the amount of \$300,000 is earmarked for sidewalk retrofit work associated with compliance with the Americans with Disabilities Act.
- An allocation of \$130,000 has been allocated for the Ritchie Avenue traffic calming installation, with \$30,000 earmarked for other traffic calming measures.
- Other capital projects include pre-development work related to the Ethan Allen Gateway Streetscape Project to facilitate future grant applications (\$80,000) and streetlight upgrades (\$20,000). Streetlight upgrades were previously funded out of the General Fund.

The balance of Speed Camera Fund expenditures includes operating supplies and bank charges.

#### Speed Camera Fund Fund Balance

The Speed Camera Fund is anticipated to begin FY 2012 with a fund balance of approximately \$1.06 million. Fund expenditures will exceed fund revenues, resulting in a reduction in fund balance.

The Speed Camera Fund is projected to have a fund balance of \$380,292 as of June 30, 2012. Because the proposed budget does not reflect any financial activity associated with the recently installed University Boulevard camera or the pending camera installation on East-West Highway, the year-end fund balance will be higher unless the Council allocates the net revenues from the cameras during the course of the fiscal year.

As reflected in the five-year Capital Improvement Program, the City will need to undertake a major acquisition of new radio equipment over the next few years. The current Montgomery County radio system is at the end of its life cycle and will no longer be supported by Motorola within the next three years. As part of the conversion process, the City will need to replace its current inventory of radios.

The City will begin replacing its police radios in FY 2012. In FY 2014, the City is projected to expend \$407,000 on new radio equipment. Because the cost of radio equipment has been moved to the Speed Camera Fund from the Equipment Replacement Reserve, it will be important to build up fund balance over the next two years to ensure that adequate funding is on hand for this expenditure. Therefore, I recommend that the projected fund balance of \$380,292 be reserved for future capital equipment purchases and that this amount be supplemented by the revenues generated by the recently installed University Boulevard camera and the pending installation on East-West Highway.

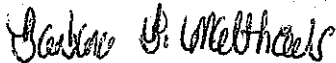
and the pending installation on East-West Highway.

### **Conclusion**

The preparation of my recommended budget each year is a significant undertaking by the Management Team and other staff members, and I offer my sincere thanks to all who played a role in its development. I would like to particularly acknowledge the contributions of Deputy City Manager Suzanne Ludlow, Director of Finance Yovonda Brooks, Human Resources Manager Karen Hampton, Budget/Financial Specialist Daisy Ling, and Executive Assistant Peggye Washington.

The staff and I look forward to working with the City Council to finalize a budget for FY 2012 that meets the expectations of the Takoma Park community.

Sincerely,

A handwritten signature in cursive script, appearing to read "Barbara B. Matthews".

Barbara B. Matthews  
City Manager

# FY 2012 Budget at a Glance

- Total revenues (all funds) of \$22,915,252.
- Total expenditures (all funds) of \$24,540,487.
- Total General Fund revenues of \$19,417,988.
- Total General Fund expenditures of \$20,736,157.
- Assessable real property base (net) projected to increase by approximately \$59 million or 3.2 percent from FY11.
- Real property tax rate remains at \$0.58 per \$100 of assessed valuation. Real property tax revenues increase by \$395,178 compared to FY11 budgeted revenues.
- Tax duplication payments from Montgomery County decrease \$127,503 from FY11 to FY12.
- Increase in County police rebate, which is based on the City's assessable base. Budget-to-budget gain of \$204,590.
- Increase in existing user fees, including parking-related fines and dumpster, driveway apron, and utility fees. Implementation of new user fees for review of development applications, participation in housing workshops, and for County residents not living in Takoma Park for library cards.
- Staffing levels essentially flat.
- Anticipated General Fund expenditures of \$568,193 for street improvements. Includes \$150,000 for design services associated with the Flower Avenue Green Street Project.
- Continued funding for the City's local supplement to the State Homeowner Property Tax Credit Program. Funding of \$160,000 for the program.
- Contribution of \$750,000 to the Equipment Replacement Reserve.
- Creation of Facility Maintenance Reserve, with initial funding allocation of \$250,000.
- Early redemption of 2002 Community Center bond issue, which will save approximately \$347,000 in interest costs and trustee fees.
- Continued financial support for Main Street Takoma (\$30,000), the Crossroads Farmer's Market (\$15,000), and the Takoma Park Independence Day Committee (\$12,500). In accordance with Council direction, \$7,000 has been allocated for assistance to the Takoma Park Folk Festival Committee.
- Continued financial support for emergency assistance services (\$15,000) to supplement donations made through the stormwater management fee billing.
- Allocation of \$7,500 for the Small Community Grant Program.
- No change in base unit stormwater management fee.
- Expenditures of \$498,511 for the construction, maintenance, and repair of storm drains, inlets, channels, and ditches. Includes several bio-retention projects and removal of debris and invasives from Sligo Mill/Poplar Mill natural area.
- Various grant-funded projects in the amount of \$1,025,041 accounted for in the Special Revenue Funds. Projects include educational programming to enhance the safety of children coming to and from school and façade grants for buildings located within the Main Street Takoma area.
- Anticipated expenditure of \$2,280,778 from speed camera revenues. Expenditures include payment to the program contractor, design and installation of new sidewalks, retrofit of existing sidewalks for compliance with the Americans with Disabilities Act, police equipment, program staffing, the cost of the City's traffic officer, and a portion of the cost of the police officer assigned to the gang task force.

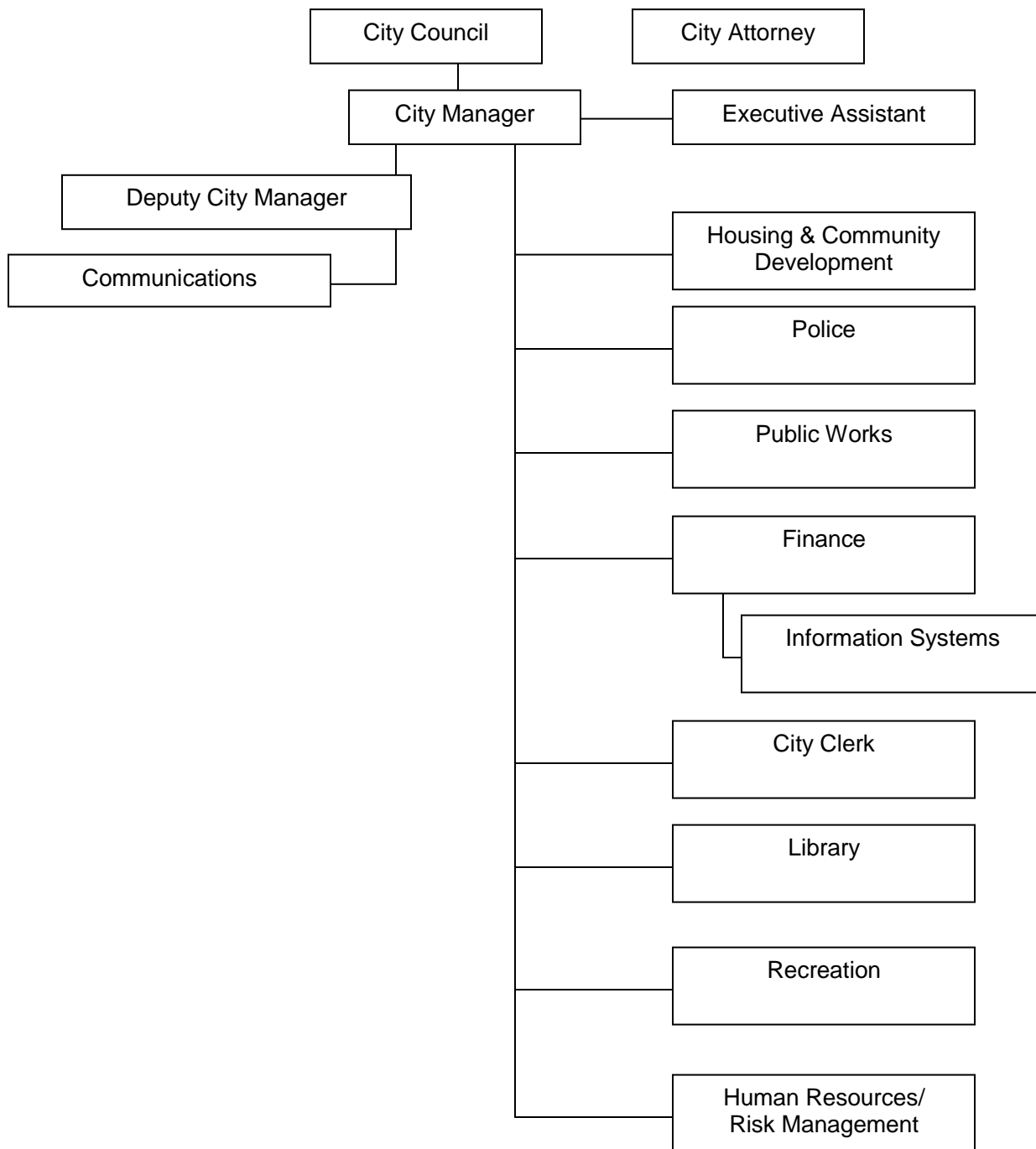
# Full-Time Equivalents (FTEs) Personnel Schedule

Staffing Summary by Department or Fund	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Estimated FY11	Proposed FY12
General Government	16.00	18.00	18.00	18.00	16.50	16.50
Police	58.98	60.50	60.87	57.44	54.99	54.99
Public Works	32.83	32.63	32.63	32.63	32.25	32.25
Recreation	19.90	20.45	20.07	19.57	17.77	17.77
Housing and Community Development	9.50	9.50	9.50	10.25	9.38	9.38
Communications	3.00	3.00	3.00	3.00	2.00	2.00
Library	9.50	9.50	9.50	9.50	8.78	8.78
Stormwater Management	0.75	0.75	0.75	0.75	0.75	0.75
Special Revenue	-	-	-	0.50	1.87	1.16
Speed Camera	-	-	-	2.75	3.00	3.75
<b>Total</b>	<b>150.46</b>	<b>154.33</b>	<b>154.32</b>	<b>154.39</b>	<b>147.29</b>	<b>147.33</b>

# Organizational Chart

## The City of Takoma Park, Maryland

### Residents of Takoma Park



# Financial Structure Overview

The FY12 budget accounts for the City's financial activities through four primary funds or fiscal entities. They are the General Fund, the Stormwater Management Fund, the Special Revenue Funds (comprised of several sub-funds), and the Speed Camera Fund. These funds are described in more detail below.

## **General Fund**

The General Fund is the general operating fund of the City. Fund expenditures include basic City services, such as police protection, street maintenance, and recreation. Administrative services, such as human resources and financial management, are also accounted for in the General Fund.

The General Fund is adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). This requires that the modified accrual method of accounting be used to record revenues and expenditures. Revenues are recognized when subject to accrual (i.e., when they become measurable and available). "Measurable" means that the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities for the same period. Revenues subject to accrual are property taxes and investment income. User charges, fines and forfeitures, permits, and miscellaneous revenues are not subject to accrual because generally they are not measurable until received in cash.

A key element of the budget is the projected ending fund balance. The fund balance represents the unappropriated accumulation of the difference between actual revenues and expenditures. The source and timing of revenues dictate the level of fund balance necessary to avoid cash shortages in normal day-to-day operations. The City recognizes the need to establish and to maintain adequate reserves to avoid any disruption in services caused by a decline in a significant revenue source and to address timing differences in the receipt of monies.

## **Stormwater Management Fund**

The City is responsible for providing stormwater management services. These services, which are directed by the Public Works Department, include the construction, maintenance and repair of storm drains, inlets, channels, and ditches. Additionally, the City ensures compliance with state and federal requirements for erosion and pollution control associated with stormwater run-off. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management.

## **Special Revenue Funds**

The City receives a variety of grants that provide funding for law enforcement, community revitalization, parks development, and infrastructure improvements. The City utilizes Special Revenue Funds to account for revenue and expenditure activity attributable to the specific projects funded by these grants. Some grants require a funding match, which is reflected as an operating transfer from the General Fund to the Special Revenue Funds.

## **Speed Camera Fund**

The Speed Camera Fund was established in FY09 to account for financial transactions related to the City's speed camera program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. By State law, program revenues are restricted and cannot be used to fund general City operations. They may be used for purposes that improve public safety.

# Combined Statement of Revenues, Expenditures, and Changes in Fund Balance - All Governmental Funds For the Fiscal Year Beginning July 1, 2011

	<u>General Fund</u>	<u>Stormwater Management Fund</u>	<u>Special Revenue Funds</u>	<u>Speed Camera Fund</u>	<u>Total</u>
FY 2012 Revenues	19,417,988	484,000	1,414,509	1,598,755	22,915,252
FY 2012 Expenditures	20,736,157	498,511	1,025,041	2,280,778	24,540,487
Excess (deficiency) of revenues over expenditures	(1,318,169)	(14,511)	389,468	(682,023)	(1,625,235)
Other Financing Sources (Uses)					
Bond proceeds	-	-	-	-	-
Operating transfers in (out)	(47,500)	-	47,500	-	-
Total Other Financing Sources (Uses)	(47,500)	-	47,500	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(1,365,669)	(14,511)	436,968	(682,023)	(1,625,235)
Fund Balance					
Beginning of year	8,065,785	287,833	785,330	1,062,315	10,201,263
End of year	6,700,116	273,322	1,222,298	380,292	8,576,028

# General Fund Summary

	<b><u>Audited FY08</u></b>	<b><u>Audited FY09</u></b>	<b><u>Audited FY10</u></b>	<b><u>Adopted FY11</u></b>	<b><u>Estimated FY11</u></b>	<b><u>Proposed FY12</u></b>
<b><u>REVENUES</u></b>						
Taxes and utility fees	12,573,318	13,318,311	13,287,014	13,548,772	13,542,297	13,949,128
Licenses and permits	45,470	72,291	75,030	71,604	41,500	53,300
Fines and forfeitures	213,197	219,502	209,408	207,000	262,000	228,800
Use of money and property	353,747	172,812	73,680	76,000	58,000	60,000
Charges for service	831,249	779,550	986,138	835,700	915,000	906,800
Intergovernmental	4,762,643	4,696,110	4,583,828	4,065,941	4,233,656	4,137,610
Miscellaneous	157,676	97,845	139,498	143,325	143,725	82,350
<b>Total Revenues</b>	<b>18,937,300</b>	<b>19,356,421</b>	<b>19,354,596</b>	<b>18,948,342</b>	<b>19,196,178</b>	<b>19,417,988</b>
<b><u>EXPENDITURES</u></b>						
General Government	2,235,526	2,234,650	2,493,621	2,450,098	2,369,334	2,490,336
Police	5,349,349	5,591,925	5,982,158	5,752,730	5,815,597	5,939,150
Public Works	3,611,130	3,643,110	3,788,121	3,889,393	3,775,655	3,900,442
Recreation	1,074,624	1,085,952	1,175,477	1,346,678	1,294,075	1,344,716
Housing and Community Development	1,277,216	1,188,927	1,267,039	1,265,788	1,234,007	1,278,650
Communications	368,580	373,522	379,610	345,123	306,856	323,425
Library	881,541	917,942	985,522	992,559	980,396	1,025,774
Non-Departmental	759,351	712,871	2,421,020	941,817	924,981	905,790
Capital Outlay	931,837	1,394,193	965,830	4,207,663	4,083,792	1,383,291
Debt Service	1,170,718	984,261	878,404	1,180,913	1,180,764	2,144,583
<b>Total Expenditures</b>	<b>17,659,872</b>	<b>18,127,353</b>	<b>20,336,802</b>	<b>22,372,762</b>	<b>21,965,457</b>	<b>20,736,157</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>1,277,428</b>	<b>1,229,068</b>	<b>(982,206)</b>	<b>(3,424,420)</b>	<b>(2,769,279)</b>	<b>(1,318,169)</b>
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Bond proceeds	-	-	1,400,000	1,500,000	1,500,000	-
Capital lease	220,029	-	-	-	-	-
Sale of property	109,276	-	-	-	-	-
Operating transfers in (out)	(61,668)	(257,602)	(3,625)	(500)	(300)	(47,500)
<b>Total Other Financing Sources (Uses)</b>	<b>267,637</b>	<b>(257,602)</b>	<b>1,396,375</b>	<b>1,499,500</b>	<b>1,499,700</b>	<b>(47,500)</b>
<b>Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses</b>	<b>1,545,065</b>	<b>971,466</b>	<b>414,169</b>	<b>(1,924,920)</b>	<b>(1,269,579)</b>	<b>(1,365,669)</b>
<b><u>FUND BALANCE</u></b>						
Beginning of year	6,404,664	7,949,729	8,921,195	9,335,364	9,335,364	8,065,785
<b>End of year</b>	<b>7,949,729</b>	<b>8,921,195</b>	<b>9,335,364</b>	<b>7,410,444</b>	<b>8,065,785</b>	<b>6,700,116</b>

Notes:

Over the years reflected above, the audit classification of certain revenues changed. Consequently, there may be variances in the classifications between the budget presentation and the audit report.

# General Fund

## Fund Balance Projection Detail

	<u>As Of</u> <u>July 1, 2010</u>	<u>Additions</u>	<u>Deletions</u>	<u>As Of</u> <u>June 30, 2011</u>	<u>Additions</u>	<u>Deletions</u>	<u>As Of</u> <u>June 30, 2012</u>
Emergency Reserve	389,915	-	-	389,915	-	-	389,915
Equipment Replacement Reserve	1,767,108	1,000,000	739,958	2,027,150	750,000	619,158	2,157,992
WSSC Contribution for Future Street Work	224,372	-	-	224,372	-	-	224,372
Bond Proceeds--Public Works Facility	-	1,500,000	1,500,000	-	-	-	-
Facility Maintenance Reserve	-	-	-	-	250,000	-	250,000
 Total Reserved Fund Balance	 2,381,395	 2,500,000	 2,239,958	 2,641,437	 1,000,000	 619,158	 3,022,279
 Total Unreserved Fund Balance	 6,953,969	 -	 1,529,621	 5,424,348	 -	 1,746,511	 3,677,837
 <b>Total Fund Balance</b>	 <b>9,335,364</b>			 <b>8,065,785</b>			 <b>6,700,116</b>

# General Fund Revenues

<b>REVENUES BY SOURCE</b>	<b>Audited FY08</b>	<b>Audited FY09</b>	<b>Audited FY10</b>	<b>Adopted FY11</b>	<b>Estimated FY11</b>	<b>Proposed FY12</b>
<b>Taxes and Utility Fees</b>						
Real Property	9,032,239	10,007,250	10,556,622	10,903,651	10,903,651	11,298,829
Personal Property	395,786	279,133	311,657	324,800	324,800	313,200
RR and Public Utilities	154,629	154,882	158,355	147,940	148,346	159,500
Penalties and Interest	47,447	58,807	61,172	30,000	30,000	30,000
Admission and Amusement	102	268	614	600	500	600
Additions and Abatements	(2,221)	(1,139)	-	-	-	-
Highway	585,784	508,902	60,210	21,010	35,000	21,999
Income Tax	2,359,552	2,310,208	2,138,384	2,120,771	2,100,000	2,125,000
<b>Total--Taxes and Utility Fees</b>	<b>12,573,318</b>	<b>13,318,311</b>	<b>13,287,014</b>	<b>13,548,772</b>	<b>13,542,297</b>	<b>13,949,128</b>
<b>Licenses and Permits</b>	<b>45,470</b>	<b>72,291</b>	<b>75,030</b>	<b>71,604</b>	<b>41,500</b>	<b>53,300</b>
<b>Fines and Forfeitures</b>	<b>213,197</b>	<b>219,502</b>	<b>209,408</b>	<b>207,000</b>	<b>262,000</b>	<b>228,800</b>
<b>Use of Money and Property</b>	<b>353,747</b>	<b>172,812</b>	<b>73,680</b>	<b>76,000</b>	<b>58,000</b>	<b>60,000</b>
<b>Charges for Services</b>						
Inspection Fees	317,141	301,482	291,793	280,000	290,700	295,000
Public Parking Facilities	21,171	35,011	43,904	50,000	46,000	46,000
Waste Collection & Disposal Charges	70,581	60,198	63,974	76,200	70,500	70,500
Recreation Programs and Services	254,547	260,539	278,845	337,200	399,800	372,400
Library Fines and Fees	20,106	25,551	29,579	22,000	30,000	49,000
Passport Services	28,339	22,307	21,725	20,000	19,300	18,500
WSSC	42,828	-	179,991	-	-	-
Copying	5,033	1,707	5,945	4,000	4,000	4,000
Telephone Commissions	-	-	64	200	100	100
Special Trash Pickup	8,417	8,091	8,880	10,000	8,400	10,000
Parking Lot Lease--County	8,000	12,000	12,000	-	8,000	-
Recyclable Sales	8,763	12,955	6,047	1,000	3,000	3,000
Mulch Sales	24,750	23,361	25,581	20,000	22,000	25,000
Advertising--Bus Shelters	16,621	12,860	12,714	10,000	8,000	8,000
Farmer's Market	4,952	3,488	5,096	5,100	5,200	5,300
<b>Total--Charges for Services</b>	<b>831,249</b>	<b>779,550</b>	<b>986,138</b>	<b>835,700</b>	<b>915,000</b>	<b>906,800</b>
<b>Intergovernmental Revenues</b>						
Police Protection (State)	408,564	396,763	261,254	256,959	261,254	261,254
Bank Share Tax	5,643	5,643	5,643	5,643	5,643	5,643
Library Aid	114,430	112,352	120,155	100,950	100,950	95,900
Police Rebate	717,308	716,590	799,976	717,580	881,000	922,170
In Lieu of Police	2,322,023	2,322,023	2,322,023	1,973,720	1,973,720	1,875,034
In Lieu of Roads Maintenance	442,624	442,624	442,624	376,230	376,230	357,419
In Lieu of Parks Maintenance	72,229	72,229	72,229	61,395	61,395	58,325
In Lieu of Crossing Guard	163,193	163,193	163,193	138,714	138,714	131,778
Takoma/Langley Rec. Agreement	125,000	125,000	125,000	93,750	93,750	79,670
Hotel Motel Tax	91,757	81,325	73,685	75,000	79,000	80,000
Cable Franchise Fees	235,272	191,036	146,320	196,000	192,000	194,544
Cable--Operating	64,600	67,332	51,726	70,000	70,000	75,873
<b>Total--Intergovernmental Revenues</b>	<b>4,762,643</b>	<b>4,696,110</b>	<b>4,583,828</b>	<b>4,065,941</b>	<b>4,233,656</b>	<b>4,137,610</b>

## General Fund Revenues

(continued)

<b><u>REVENUES BY SOURCE</u></b>	<b><u>Audited FY08</u></b>	<b><u>Audited FY09</u></b>	<b><u>Audited FY10</u></b>	<b><u>Adopted FY11</u></b>	<b><u>Estimated FY11</u></b>	<b><u>Proposed FY12</u></b>
<b>Miscellaneous</b>						
Tree Fund	20,000	10,000	10,000	10,000	10,000	27,000
Sales of Impounded Property	442	3,096	2,154	2,000	2,000	2,000
Federal Emergency Management	-	-	42,518	92,125	92,125	-
Other	39,544	59,954	59,739	30,000	30,500	44,750
Insurance Claims	6,216	394	18,743	1,000	500	1,000
Day Laborer Site	70,000	15,000	-	-	-	-
Administrative Fees--Parking	3,885	3,825	3,045	3,000	3,000	3,000
Federal Grant	6,764	1,876	1,135	1,200	-	-
Sale of City Property	-	3,300	1,564	3,000	5,000	4,000
Donations	10,825	400	600	1,000	600	600
<b>Total--Miscellaneous</b>	<b>157,676</b>	<b>97,845</b>	<b>139,498</b>	<b>143,325</b>	<b>143,725</b>	<b>82,350</b>
<b>Total General Fund Revenues</b>	<b>18,937,300</b>	<b>19,356,421</b>	<b>19,354,596</b>	<b>18,948,342</b>	<b>19,196,178</b>	<b>19,417,988</b>

*Note: Over the years reflected above, the audit classification of certain revenues changed. Consequently, there may be variances in classifications between the budget presentation and the audit report.*

# Stormwater Management Fund Summary

	<u>Audited FY08</u>	<u>Audited FY09</u>	<u>Audited FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Proposed FY12</u>
<b><u>REVENUES</u></b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	374,101	361,155	362,815	361,000	361,000	361,000
Intergovernmental	-	-	180,225	-	-	111,000
Miscellaneous	21,053	17,696	24,380	17,000	11,000	12,000
Total Revenues	395,154	378,851	567,420	378,000	372,000	484,000
<b><u>EXPENDITURES</u></b>						
Public Works	251,424	171,764	202,051	254,884	255,978	287,511
Capital outlay	73,360	124,534	291,557	280,330	288,000	211,000
Total Expenditures	324,784	296,298	493,608	535,214	543,978	498,511
Excess (deficiency) of revenues over expenditures	70,370	82,553	73,812	(157,214)	(171,978)	(14,511)
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Loan proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	70,370	82,553	73,812	(157,214)	(171,978)	(14,511)
<b><u>FUND BALANCE</u></b>						
Beginning of year	233,076	303,446	385,999	459,811	459,811	287,833
End of year	303,446	385,999	459,811	302,597	287,833	273,322

*Note: Over the years reflected above, the audit classification of certain revenues changed. For comparative purposes, the audited and budgeted figures shown above have been classified in the same manner as reflected in the FY09 audit.*

# Special Revenue Funds Summary

	<b><u>Audited FY08</u></b>	<b><u>Audited FY09</u></b>	<b><u>Audited FY10</u></b>	<b><u>Adopted FY11</u></b>	<b><u>Estimated FY11</u></b>	<b><u>Proposed FY12</u></b>
<b><u>REVENUES</u></b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	507,515	958,798	1,177,115	908,739	790,575	1,414,509
Miscellaneous	-	-	-	-	-	-
Total Revenues	507,515	958,798	1,177,115	908,739	790,575	1,414,509
<b><u>EXPENDITURES</u></b>						
General Government	17,614	75,934	422,658	350,500	170,300	245,500
Police	181,741	138,409	134,240	151,715	103,156	70,231
Public Works	88,031	232,197	146,104	264,050	88,500	-
Housing and Community Development	27,914	203,220	484,875	76,555	84,919	317,810
Recreation	29,624	12,367	4,500	7,419	5,000	6,000
Capital outlay	119,134	124,902	527,772	-	-	385,500
Total Expenditures	464,058	787,029	1,720,149	850,239	451,875	1,025,041
Excess (deficiency) of revenues over expenditures	43,457	171,769	(543,034)	58,500	338,700	389,468
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Loan proceeds	-	-	150,000	-	-	-
Operating transfers in (out)	36,843	48,217	171,821	500	300	47,500
Total Other Financing Sources (Uses)	36,843	48,217	321,821	500	300	47,500
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	80,300	219,986	(221,213)	59,000	339,000	436,968
<b><u>FUND BALANCE</u></b>						
Beginning of year	367,257	447,557	667,543	446,330	446,330	785,330
End of year	447,557	667,543	446,330	505,330	785,330	1,222,298

# Speed Camera Fund Summary

	<u>Audited FY08</u>	<u>Audited FY09</u>	<u>Audited FY10</u>	<u>Adopted FY11</u>	<u>Estimated FY11</u>	<u>Proposed FY12</u>
<b><u>REVENUES</u></b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	620,302	2,167,224	1,595,000	1,595,255	1,595,255
Use of money and property	-	18	2,537	3,500	3,302	3,500
Charges for service	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Total Revenues	-	620,320	2,169,761	1,598,500	1,598,557	1,598,755
<b><u>EXPENDITURES</u></b>						
Police	-	251,641	999,099	1,022,166	998,455	1,145,778
Capital Outlay	-	-	317,128	1,000,000	760,000	1,135,000
Total Expenditures	-	251,641	1,316,227	2,022,166	1,758,455	2,280,778
Excess (deficiency) of revenues over expenditures	-	368,679	853,534	(423,666)	(159,898)	(682,023)
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Bond proceeds	-	-	-	-	-	-
Operating transfers in (out)	-	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	-	368,679	853,534	(423,666)	(159,898)	(682,023)
<b><u>FUND BALANCE</u></b>						
Beginning of year	-	-	368,679	1,222,213	1,222,213	1,062,315
End of year	-	368,679	1,222,213	798,547	1,062,315	380,292

# Community Center Fund Summary

	<u>Audited FY08</u>	<u>Audited FY09</u>	<u>Audited FY10</u>	<u>Budgeted FY11</u>	<u>Estimated FY11</u>	<u>Proposed FY12</u>
<b><u>REVENUES</u></b>						
Taxes and utility fees	-	-	-	-	-	-
Licenses and permits	-	-	-	-	-	-
Fines and forfeitures	-	-	-	-	-	-
Use of money and property	-	-	-	-	-	-
Charges for service	-	-	-	-	-	-
Intergovernmental	520	-	1,230,500			-
Miscellaneous	-	-	150,000	20,000	14,193	-
Total Revenues	520	-	1,380,500	20,000	14,193	-
<b><u>EXPENDITURES</u></b>						
General Government	-	45,164	3,276			-
Capital Outlay	71,506	164,221	1,203,221	20,000	20,000	-
Total Expenditures	71,506	209,385	1,206,497	20,000	20,000	-
Excess (deficiency) of revenues over expenditures	(70,986)	(209,385)	174,003	-	(5,807)	-
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Bond proceeds	-	-	-			-
Operating transfers in (out)	24,825	209,385	(168,196)	-	-	-
Total Other Financing Sources (Uses)	24,825	209,385	(168,196)	-	-	-
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	(46,161)	-	5,807	-	(5,807)	-
<b><u>FUND BALANCE</u></b>						
Beginning of year	46,161	-	-	5,807	5,807	-
End of year	-	-	5,807	5,807	-	-

# General Government

## Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Legislative	136,095	152,085	135,059	164,677
General Management	856,646	705,950	708,634	697,187
Finance	478,855	507,050	479,008	531,123
Legal Services	258,388	216,475	206,475	201,475
Information Systems	368,995	430,986	426,121	433,620
Human Resources	208,725	230,792	208,852	239,173
City Clerk	185,917	206,760	205,185	223,081
<b>Department Total</b>	<b>2,493,621</b>	<b>2,450,098</b>	<b>2,369,334</b>	<b>2,490,336</b>

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	1,318,648	1,232,020	1,215,113	1,233,644
Fringe Benefits	399,436	418,973	442,363	510,867
Overtime	1,205	5,500	3,750	5,500
Contractual Labor	4,101	3,500	1,000	2,000
Employee Recognition	-	-	50	315
<b>Personnel Subtotal</b>	<b>1,723,390</b>	<b>1,659,993</b>	<b>1,662,276</b>	<b>1,752,326</b>
Supplies	17,989	35,500	28,600	33,750
Services and Charges	632,346	600,630	558,075	551,025
Miscellaneous	119,896	153,975	120,383	153,235
<b>Department Total</b>	<b>2,493,621</b>	<b>2,450,098</b>	<b>2,369,334</b>	<b>2,490,336</b>

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Passport Service	21,725	20,000	19,300	18,500
Investment Earnings	73,680	76,000	58,000	60,000
<b>Subtotal</b>	<b>95,405</b>	<b>96,000</b>	<b>77,300</b>	<b>78,500</b>
General Fund	2,398,216	2,354,098	2,292,034	2,411,836
<b>Department Total</b>	<b>2,493,621</b>	<b>2,450,098</b>	<b>2,369,334</b>	<b>2,490,336</b>

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
General Management	6.00	4.50	4.50	4.50
Finance	5.00	5.00	5.00	5.00
Information Systems	3.00	3.00	3.00	3.00
Human Resources	2.00	2.00	2.00	2.00
City Clerk	2.00	2.00	2.00	2.00
<b>Department Total FTEs</b>	<b>18.00</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>

# General Government

## Department Summary

### Department Overview:

The General Government Department is comprised of the elected branch of the City government and support staff to the City Council, including the Office of the City Manager, the City Attorney, and the City Clerk. Expenditures for internal service divisions that provide support to all City departments are also included in the General Government Department.

These functions are accounted for in seven divisions. They are Legislative, General Management, Finance, City Clerk, Legal Services, Human Resources, and Information Systems.

### Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$80,764 less than budget.
- The variance is primarily attributable to less than anticipated costs for legal services, contracts, employee recruitment and training, and funding to support the activities of the Council-appointed boards and commissions.

### FY12 Budget Highlights:

- Departmental expenditures are \$40,238 higher — an increase of 1.6 percent — compared to budgeted expenditures for FY11.
- FTEs remain unchanged.
- Approximately 70 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$92,333 compared to budgeted expenditures for FY11. The increase is attributable to fringe

benefits which include employee health insurance and the City's required pension contribution.

- Approximately 22 percent of departmental expenditures are services and charges. This category includes the City's cost for legal services and other contractual expenditures, including the annual financial audit and computer hardware and software maintenance fees.
- Services and charges are down by \$49,605 compared to budgeted expenditures for FY11.
- Approximately six percent of departmental expenditures are categorized as miscellaneous. The majority of this expense is attributable to the cost of association dues.



# General Government

## Division – Legislative

### Division Purpose:

Accounts for salary and fringe benefits costs of the seven members of the City Council, as well as other expenses related to the activities of the Council. Costs for the biennial City elections are accounted for in this division.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$17,026 less than budget.
- The variance is primarily attributable to lower than anticipated costs for City Council cell phones, City board and commission activities, and City Council meetings and functions.

### FY12 Budget Highlights:

- Division expenditures are \$12,592 higher — an increase of 8.3 percent — compared to budgeted expenditures for FY11. The increase reflects \$15,000 budgeted for the November 8, 2011 election and \$10,000 in increased fringe benefits due to State-mandated contributions to the State Retirement and Pension System of Maryland for elected officials.
- Approximately 54 percent of division expenditures are personnel related. Members of the City Council are elected officials and are not reflected in the City's FTE count.
- Services and charges account for about 19 percent of division expenditures. This category includes the cost of cell phones for the City Council (\$4,000) and contractual lobbying assistance (\$26,000). The contractual lobbying assistance will continue to supplement staff resources in addressing legislative matters of concern to the City.
- Approximately 27 percent of division expenditures are categorized as miscellaneous. This category includes conference expenses (\$15,000) and Ward Nights, as well as costs to conduct the November 2011 election.

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Legislative	136,095	152,085	135,059	164,677
<b>Division Total</b>	<b>136,095</b>	<b>152,085</b>	<b>135,059</b>	<b>164,677</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	73,166	73,000	73,000	73,000
Fringe Benefits	5,598	5,585	5,609	15,627
Overtime	-	-	-	-
<b>Personnel Subtotal</b>	<b>78,764</b>	<b>78,585</b>	<b>78,609</b>	<b>88,627</b>
Supplies	18	500	150	250
Services and Charges	23,968	33,500	29,200	31,300
Miscellaneous	33,345	39,500	27,100	44,500
<b>Division Total</b>	<b>136,095</b>	<b>152,085</b>	<b>135,059</b>	<b>164,677</b>

# General Government

## Division Summary – General Management

	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
<b>Division Expenditures</b>				
General Management	856,646	705,950	708,634	697,187
<b>Division Total</b>	<b>856,646</b>	<b>705,950</b>	<b>708,634</b>	<b>697,187</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	499,878	397,221	398,507	397,222
Fringe Benefits	153,021	141,929	164,427	173,850
Overtime	322	500	500	500
Contractual Labor	4,101	3,500	1,000	2,000
Employee Recognition	-	-	-	105
<b>Personnel Subtotal</b>	<b>657,322</b>	<b>543,150</b>	<b>564,434</b>	<b>573,677</b>
Supplies	10,116	14,000	14,000	14,000
Services and Charges	129,876	78,600	63,000	48,750
Miscellaneous	59,332	70,200	67,200	60,760
<b>Division Total</b>	<b>856,646</b>	<b>705,950</b>	<b>708,634</b>	<b>697,187</b>

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	6.00	4.50	4.50	4.50
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>6.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>

Position Title	Adopted FY11	Proposed FY12
City Manager	1.00	1.00
Deputy City Manager	1.00	1.00
Executive Assistant	1.00	1.00
Administrative Assistant I	1.50	1.50
<b>Division Total FTEs</b>	<b>4.50</b>	<b>4.50</b>

# General Government

## Division – General Management

### Division Purpose:

Oversees the daily operations of the City. Provides professional recommendations to the City Council. Implements the policies and strategic objectives of the City Council. Responds to inquiries from City residents and others. Communicates with other governments and agencies.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$2,684 less than budget.

### FY12 Budget Highlights:

- Division expenditures are \$8,763 lower — a decrease of 1.2 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is attributable to contract costs.
- Division FTEs remain unchanged.
- Approximately 82 percent of division expenditures are personnel related.
- Services and charges account for seven percent of division expenditures. This category includes telephone and cell phone charges (\$16,750) and copying/printing costs (\$16,750).
- Approximately nine percent of division expenditures are categorized as miscellaneous. Association dues, including those for the Maryland Municipal League and the Washington Metropolitan Council of Governments, total \$39,060.

### Management Objectives:

- Proactively bring to the Council's attention areas where new policies or practices should be considered due to changes in fiscal capacity, technological innovations, or actions of other levels of government.
- Provide periodic progress reports to the City Council on the status of the implementation of the City's Strategic Plan.
- Maintain effective, timely, and equitable communication with all members of the City Council.
- Manage the City government in accordance with the parameters of the City's operating and capital budget. Provide quarterly financial reports to the City Council.
- Promote the interests of the City with other levels of government.
- Ensure that the City is prepared for unanticipated emergencies.
- Continue to explore ways to reduce the City's cost for employee health insurance.

# General Government

## Division Summary –Finance

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Finance	478,855	507,050	479,008	531,123
<b>Division Total</b>	<b>478,855</b>	<b>507,050</b>	<b>479,008</b>	<b>531,123</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	303,339	307,798	290,030	309,421
Fringe Benefits	86,785	99,672	93,728	115,497
Overtime	-	1,000	200	1,000
Employee Recognition	-	-	50	55
<b>Personnel Subtotal</b>	<b>390,124</b>	<b>408,470</b>	<b>384,008</b>	<b>425,973</b>
Supplies	2,119	3,000	2,800	3,000
Services and Charges	83,153	87,380	89,000	94,850
Miscellaneous	3,459	8,200	3,200	7,300
<b>Division Total</b>	<b>478,855</b>	<b>507,050</b>	<b>479,008</b>	<b>531,123</b>

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	5.00	5.00	5.00	5.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

Position Title	Adopted FY11	Proposed FY12
Director of Finance	1.00	1.00
Senior Account Clerk	1.00	1.00
Account Clerk II	2.00	2.00
Budget Specialist	1.00	1.00
<b>Division Total FTEs</b>	<b>5.00</b>	<b>5.00</b>

# General Government

## Division – Finance

### Division Purpose:

Assists the departments of the City government in meeting their service objectives by allocating and tracking the organization's financial resources, processing financial transactions and payroll, and providing information and analysis as a basis of decision making. Bills and collects certain revenue sources and provides assistance to taxpayers and other customers. Safeguards and invests City funds.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$28,042 less than budget.
- The variance is primarily attributable to lower than anticipated personnel costs, resulting from a position vacancy for a portion of the fiscal year.

### FY12 Budget Highlights:

- Division expenditures are \$24,073 higher — an increase of 4.7 percent — compared to budgeted expenditures for FY11.
- The variance is primarily due to an increase in fringe benefit costs, including employee health insurance and the City's required pension contribution. Contract costs related to the City's annual financial audit also increase.
- Division FTEs remain unchanged.
- Approximately 80 percent of division expenditures are personnel related.
- Other major division expenditures include contractual costs, such as the annual financial audit, and bank charges. Together, these areas account for \$72,000 or about 14 percent, of division expenditures.

### Management Objectives:

- Comply with Generally Accepted Accounting Principles.
- Receive an unqualified audit opinion on financial statements.
- Monitor cash flow needs to maximize investment income.
- Obtain Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada.
- Ensure the timely, accurate, and equitable collection of all revenues due to the City.
- Support the City Council, City Manager, and City departments through recommendations on resource allocation, fiscal policy, and efficient operations.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Receive an unqualified audit opinion	Yes	Yes	Yes
Obtain Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Percentage of employees on payroll direct deposit	78%	83%	84%
Number of payroll checks and direct deposits	5,073	4,800	4,800
Number of accounts payable checks issued	3,377	3,400	3,400
Number of stormwater bills issued	4,153	3,882	3,900
Number of rental license bills issued	390	430	430
Number of refuse bills issued	239	223	220

# General Government

## Division – Legal

### Division Purpose:

Accounts for the cost of legal services. The City Attorney is appointed by the City Council and serves as the primary legal advisor to the City Council, the City Manager, City staff, and City boards and commissions. The City Attorney's Office also represents the City in litigation and hearings and prosecutes violations of the City Code.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$10,000 less than budget.

### FY12 Budget Highlights:

- Division expenditures are \$15,000 lower — a decrease of 6.9 percent — compared to budgeted expenditures for FY11.
- The variance is due to the anticipated completion of negotiations with AFSCME and Local 400 in FY11, leading to lower legal costs.
- The services of Silber, Perlman, Sigman, and Tilev, PA are provided under a contractual arrangement. The City Attorney is therefore not reflected in the City's FTE count.
- The firm of Kollman & Saucier, P.A. serves as specialized counsel for employment and labor matters.
- Funding in the amount of \$200,000 is included for legal services. Of this amount, \$175,000 is for services provided by the City Attorney's Office and \$25,000 is for services to be provided by Kollman & Saucier.
- In accordance with the contractual arrangement with Silber, Perlman, Sigman, and Tilev, PA, the City pays certain association dues and conference expenses for the City Attorney. These costs, categorized as miscellaneous, total less than one percent of division expenditures.

### Management Objectives:

- Continue to monitor legislative initiatives or court cases that may impact the City of Takoma Park.
- Continue to monitor and respond to legal issues related to the proposed move of Washington Adventist Hospital.
- Working with staff, draft code amendment to implement receivership model for abandoned properties.

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Legal	258,388	216,475	206,475	201,475
<b>Division Total</b>	<b>258,388</b>	<b>216,475</b>	<b>206,475</b>	<b>201,475</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	-	-	-	-
Fringe Benefits	-	-	-	-
Overtime	-	-	-	-
<b>Personnel Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Supplies	-	-	-	-
Services and Charges	257,066	215,000	205,000	200,000
Miscellaneous	1,322	1,475	1,475	1,475
<b>Division Total</b>	<b>258,388</b>	<b>216,475</b>	<b>206,475</b>	<b>201,475</b>

# General Government

## Division Summary – Information Systems

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Information Systems	368,995	430,986	426,121	433,620
<b>Division Total</b>	<b>368,995</b>	<b>430,986</b>	<b>426,121</b>	<b>433,620</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	188,744	191,589	190,507	191,589
Fringe Benefits	72,305	81,597	82,664	94,031
Overtime	562	2,000	2,000	2,000
<b>Personnel Subtotal</b>	<b>261,611</b>	<b>275,186</b>	<b>275,171</b>	<b>287,620</b>
Supplies	2,641	7,400	7,000	7,100
Services and Charges	103,139	144,500	140,000	131,500
Miscellaneous	1,604	3,900	3,950	7,400
<b>Division Total</b>	<b>368,995</b>	<b>430,986</b>	<b>426,121</b>	<b>433,620</b>

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Position Title	Adopted FY11	Proposed FY12
Information Technology Manager	1.00	1.00
Information Technology Specialist	2.00	2.00
<b>Division Total FTEs</b>	<b>3.00</b>	<b>3.00</b>

# General Government

## Division – Information Systems

### Division Purpose:

Responsible for the proper maintenance and operation of all City operated information system resources, including routers, switches, servers, computers, telephone, and voice-mail systems.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$4,865 less than budget. This is attributable to savings in contract costs.

### FY12 Budget Highlights:

- Division expenditures are \$2,634 higher — an increase of less than one percent — compared to budgeted expenditures for FY11.
- The majority of the variance is attributable to increases in fringe benefit costs, which includes employee health insurance and required pension contribution.
- Division FTEs remain unchanged.
- Approximately 66 percent of division expenditures are personnel costs.
- Other major division expenditures include computer software maintenance charges (\$72,000) and contractual technical assistance (\$45,000). Combined, these account for 27 percent of division expenditures.

### Management Objectives:

- Manage and maintain City network to ensure maximum availability. Maintain backups of critical software and data.

- Test off-site storage of critical City software applications and data files by performing a disaster recovery event that will test continuity of service plan.
- Continue to use server and workstation virtualization where possible to maximize hardware efficiencies.
- Continue offering in-house computer training to ensure all staff is familiar with software packages used by the City.
- Take advantage of cloud computing possibilities whenever feasible for implementing services not currently offered.
- Continue to replace staff computers as they reach four years of usage.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of digital phones supported	155	160	160
Number of cell phones supported (SmartPhones)	62	65	65
Number of voice mail boxes supported	190	195	195
Number of phone system moves, adds, and changes	30	45	65
Number of computers supported	149	155	160
Number of servers	44	50	50
Number of laptop computers supported	12	15	20
Number of printers and copiers	56	56	60
Number of Help Desk calls	2,100	2,500	3,000

# General Government

## Division Summary – Human Resources

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Human Resources	208,725	230,792	208,852	239,173
<b>Division Total</b>	<b>208,725</b>	<b>230,792</b>	<b>208,852</b>	<b>239,173</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	129,714	133,390	133,899	133,390
Fringe Benefits	35,089	40,952	41,595	48,828
Overtime	87	1,000	450	1,000
Contractual Labor	-	-	-	-
Employee Recognition	-	-	-	155
<b>Personnel Subtotal</b>	<b>164,890</b>	<b>175,342</b>	<b>175,944</b>	<b>183,373</b>
Supplies	1,790	7,100	2,150	6,100
Services and Charges	25,814	25,600	19,500	25,250
Miscellaneous	16,231	22,750	11,258	24,450
<b>Division Total</b>	<b>208,725</b>	<b>230,792</b>	<b>208,852</b>	<b>239,173</b>

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Position Title	Adopted FY11	Proposed FY12
Human Resources Manager	1.00	1.00
Human Resources Analyst	1.00	1.00
<b>Division Total FTEs</b>	<b>2.00</b>	<b>2.00</b>

# General Government

## Division – Human Resources

### Division Purpose:

Responsible for developing and recommending personnel policies. Compiles and publishes personnel regulations. Administers the City's training and risk management programs.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$21,940 less than budget.
- The variance is primarily attributable to lower than anticipated recruiting costs.

### FY12 Budget Highlights:

- Division expenditures are \$8,381 higher — an increase of 3.6 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Approximately 77 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 11 percent of division expenditures. This category includes the cost of the City's online performance appraisal system (\$11,053).
- Approximately ten percent of division expenditures are categorized as miscellaneous. This category includes \$24,450 for job announcements, background checks, and other employee recruitment costs.

### Management Objectives:

- Administer on-line performance management system.
- Working with labor-employment counsel, finalize update of City's employment policies and procedures.
- Implement on-line benefits enrollment.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Average number of employees attending City's Wellness Programs/Seminars	-	15	25
Number of employees participating in defensive driving training	40	77	40
Number of employees participating in City-sponsored Spanish language classes	10	0	15

# General Government

## Division Summary – City Clerk

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
City Clerk	185,917	206,760	205,185	223,081
<b>Division Total</b>	<b>185,917</b>	<b>206,760</b>	<b>205,185</b>	<b>223,081</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	123,807	129,022	129,170	129,022
Fringe Benefits	46,638	49,238	54,340	63,034
Overtime	234	1,000	600	1,000
Contractual Labor	-	-	-	-
<b>Personnel Subtotal</b>	<b>170,679</b>	<b>179,260</b>	<b>184,110</b>	<b>193,056</b>
Supplies	1,305	3,500	2,500	3,300
Services and Charges	9,330	16,050	12,375	19,375
Miscellaneous	4,603	7,950	6,200	7,350
<b>Division Total</b>	<b>185,917</b>	<b>206,760</b>	<b>205,185</b>	<b>223,081</b>

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Position Title	Adopted FY11	Proposed FY12
City Clerk	1.00	1.00
Assistant City Clerk	1.00	1.00
<b>Division Total FTEs</b>	<b>2.00</b>	<b>2.00</b>

# General Government

## Division – City Clerk

### Division Purpose:

Responsible for managing the preparation of Council meeting agendas and recording Council minutes. Manages and protects official records of the City and ensures proper codification of ordinances. Serves as election administrator for all City elections. Responds to inquiries from City residents and others concerning City policies, procedures, and records. Performs a variety of general administrative services.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$1,575 lower than budget.
- The variance is primarily attributable to lower than anticipated costs for postage and attendance at training sessions.

### FY12 Budget Highlights:

- Division expenditures are \$16,321 higher — an increase of 7.9 percent — compared to budgeted expenditures for FY11.
- The majority of the budgetary increase is attributable to contractual costs and fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 86 percent of division expenditures are personnel related.
- Services and charges account for nine percent of division expenditures. This category includes \$5,000 for supplements to the City Code and \$5,000 to have archival minutes scanned for online publishing.

### Management Objectives:

- Work with the Board of Elections to plan and conduct the November 2011 election.
- Focus board, commission and committee member recruitment in targeted, less represented areas.
- Scan archival minutes and make them available on the City website.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of candidates for office processed	10	No Election	10
Percentage of voter turnout * 11/09 and 11/11 Elections	15.9%	No Election	20.0%
Number of Council meetings supported	44	45	44
Number of other meetings supported	28	28	28

# Police

## Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Office of the Chief	516,104	478,518	489,288	491,045
Communications	429,381	418,555	390,514	410,607
Operations	3,257,905	3,077,232	3,170,038	3,297,659
Criminal Investigations	1,126,066	1,219,879	1,204,678	1,162,618
Administrative Services	652,702	558,546	561,079	577,221
<b>Department Total</b>	<b>5,982,158</b>	<b>5,752,730</b>	<b>5,815,597</b>	<b>5,939,150</b>

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	3,434,155	3,234,199	3,291,329	3,278,257
Car and Clothing Allowances	80,868	86,355	81,035	78,890
Fringe Benefits	1,634,892	1,598,271	1,665,628	1,750,883
Overtime	253,761	237,500	268,500	244,500
Overtime--Training	41,516	43,500	36,000	43,500
Overtime--Holiday	14,739	20,500	1,750	18,500
Night Differential	52,914	75,000	54,500	65,500
Employee Recognition	149	-	-	3,215
<b>Personnel Subtotal</b>	<b>5,512,994</b>	<b>5,295,325</b>	<b>5,398,742</b>	<b>5,483,245</b>
Supplies	237,008	232,000	209,100	232,500
Services and Charges	165,284	164,555	152,005	164,555
Miscellaneous	66,872	60,850	55,750	58,850
<b>Department Total</b>	<b>5,982,158</b>	<b>5,752,730</b>	<b>5,815,597</b>	<b>5,939,150</b>

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Police Protection (State)	261,254	256,959	261,254	261,254
Police Rebate	799,976	717,580	881,000	922,170
In Lieu of Police	2,322,023	1,973,720	1,973,720	1,875,034
In Lieu of Crossing Guard	163,193	138,714	138,714	131,778
Summons and Fines	200,843	200,000	252,000	218,800
Public Parking Facilities	43,904	50,000	46,000	46,000
Parking Permits	9,762	8,000	8,000	8,000
Parking Administrative Fees	3,045	3,000	3,000	3,000
<b>Subtotal</b>	<b>3,804,000</b>	<b>3,347,973</b>	<b>3,563,688</b>	<b>3,466,036</b>
General Fund	2,178,158	2,404,757	2,251,909	2,473,114
<b>Department Total</b>	<b>5,982,158</b>	<b>5,752,730</b>	<b>5,815,597</b>	<b>5,939,150</b>

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Office of the Chief	2.88	2.88	2.88	2.88
Communications	6.00	5.00	5.00	5.00
Operations	29.45	29.00	29.00	30.00
Criminal Investigations	11.00	11.00	11.00	10.00
Administrative Services	8.11	7.11	7.11	7.11
<b>Department Total FTEs</b>	<b>57.44</b>	<b>54.99</b>	<b>54.99</b>	<b>54.99</b>

# Police

## Department Summary

### Department Overview:

The Takoma Park Police Department protects residents, businesses, visitors, and property and promotes community safety. It also ensures the safe and orderly movement of traffic.

These functions are accounted for in five divisions. They are the Office of the Chief, Communications, Operations, Criminal Investigations, and Administrative Services.

### Adopted to Estimated Actual FY11:

- Department expenditures are expected to be \$26,867 more than budget.
- The variance is primarily attributable to increased personnel costs such as overtime and fringe benefit expenses.

### FY12 Budget Highlights:

- Departmental expenditures are \$186,420 higher — an increase of 3.2 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution for civilian employees.
- Departmental FTEs remained unchanged.
- Approximately 92 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$187,920 compared to budgeted expenditures for FY11.

- The City's contribution rate to the Police Employees' Retirement Plan increased from 34.82 percent to 34.83 percent based on the July 2010 actuarial valuation.
- Supplies account for about four percent of proposed departmental expenditures. This category includes the cost of gasoline for departmental vehicles (\$123,100) and vehicle repair materials (\$52,400).
- Services and charges account for about three percent of departmental expenditures. Expenditures accounted for in this category include the contractual costs for parking ticket processing and parking meter collection, which have an associated combined cost of about \$53,500. Telephone and cell phone charges total \$40,555.



# Police

## Division Summary – Office of the Chief

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Office of the Chief	516,104	478,518	489,288	491,045
<b>Division Total</b>	<b>516,104</b>	<b>478,518</b>	<b>489,288</b>	<b>491,045</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	260,310	259,673	264,874	263,648
Car and Clothing Allowances	2,378	1,450	3,240	3,000
Fringe Benefits	114,654	106,045	107,674	111,442
Overtime	-	-	-	-
Employee Recognition	149	-	-	1,605
<b>Personnel Subtotal</b>	<b>377,491</b>	<b>367,168</b>	<b>375,788</b>	<b>379,695</b>
Supplies	22,014	5,000	10,000	5,000
Services and Charges	55,005	53,500	53,500	53,500
Miscellaneous	61,594	52,850	50,000	52,850
<b>Division Total</b>	<b>516,104</b>	<b>478,518</b>	<b>489,288</b>	<b>491,045</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	2.88	2.88	2.88	2.88
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>2.88</b>	<b>2.88</b>	<b>2.88</b>	<b>2.88</b>

Position Title	Adopted FY11	Proposed FY12
Chief of Police	1.00	1.00
Police Captain	1.00	1.00
PIO/Executive Assistant	0.88	0.88
<b>Division Total FTEs</b>	<b>2.88</b>	<b>2.88</b>

# Police

## Division – Office of the Chief

### Division Purpose:

Oversees and directs the activities of the department. Ensures effective management of all levels of police services provided to the community. Develops plans of action for emergency situations. Responsible for the department's public information function.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$10,770 more than budget.
- The variance is attributable to higher costs related to personnel.

### FY12 Budget Highlights:

- Division expenditures are \$12,527 higher — an increase of 2.6 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increased fringe benefits costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 77 percent of division expenditures are personnel related.
- Services and charges account for about 11 percent of division expenditures and include the contractual costs for parking ticket processing and parking meter collections, which have an associated combined cost of \$53,500.
- Approximately 11 percent of division expenditures are categorized as miscellaneous. This category includes the cost of departmental training (\$27,000).

### Management Objectives:

- Continue to partner with the County and other municipalities in emergency preparedness planning, drills, training and grant applications.
- Continue the conduct Joint Criminal Investigations with other agencies and share crime analysis data.
- Participate in Bi-County Gang Task Force
- Reduce crime through the continued sharing of information and the education of residents as to the steps they can take to protect themselves and their property.

### Uniform Crime Report (UCR) Part I Crime:

Crime	Calendar Year			
	2007	2008	2009	2010
Homicide	1	-	-	-
Rape	4	4	5	1
Robbery	83	80	54	48
Aggravated Assault	43	38	45	26
Personal Crime (Total)	131	122	104	75
Burglary	140	135	112	150
Larceny	432	383	470	364
Motor Vehicle Theft	130	99	78	63
Property Crime (Total)	702	617	660	577
<b>UCR Part I Total</b>	<b>833</b>	<b>739</b>	<b>764</b>	<b>652</b>

# Police

## Division Summary – Communications

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Communications	429,381	418,555	390,514	410,607
<b>Division Total</b>	<b>429,381</b>	<b>418,555</b>	<b>390,514</b>	<b>410,607</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	285,987	242,224	238,175	239,861
Car and Clothing Allowances	2,160	2,880	2,640	2,400
Fringe Benefits	98,730	95,951	93,199	105,346
Overtime	10,325	20,500	15,000	17,500
Overtime--Training	-	1,000	-	1,000
Overtime--Holiday	959	4,500	500	2,500
Night Differential	3,607	20,500	10,000	11,000
<b>Personnel Subtotal</b>	<b>401,768</b>	<b>387,555</b>	<b>359,514</b>	<b>379,607</b>
Supplies	-	2,000	2,000	2,000
Services and Charges	27,613	29,000	29,000	29,000
Miscellaneous	-	-	-	-
<b>Division Total</b>	<b>429,381</b>	<b>418,555</b>	<b>390,514</b>	<b>410,607</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	6.00	5.00	5.00	5.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

Position Title	Adopted FY11	Proposed FY12
Police Dispatcher	5.00	5.00
<b>Division Total FTEs</b>	<b>5.00</b>	<b>5.00</b>

# Police

## Division: Communications

### Division Purpose:

Provides continuous police communications and dispatch duties by answering telephones, sending police officers to calls for service, assisting walk-up customers, and accessing national, state, and local databases.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$28,041 less than budget.
- The variance is attributable to less than anticipated personnel costs due to staffing vacancies.

### FY12 Budget Highlights:

- Division expenditures are \$7,948 lower — a decrease of 1.9 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to decreased costs for part-time staff.
- Division FTEs remained unchanged.
- Approximately 93 percent of division expenditures are personnel related.
- Services and charges represent about seven percent of division expenditures. This category includes the cost of the wireless internet access for the in-car computer systems (about \$20,000).

### Management Objectives:

- Revise communications manual to include new procedures and protocols.
- On-going in service and advanced training of dispatchers including cross training in other administrative duties.
- Continue training and hiring of dispatch trainees.
- Update the phone system in communications.
- Establish a plan for moving communication centers during an emergency.
- Improve customer service skills.
- Cross train other members of the department in the communications functions.
- Manage the conversion of the departments radios to the 5,000 series of portables for the County system.

### Performance/Workload Measures:

Measurement	Calendar 2009	Calendar 2010	Projected 2011
Number of calls for service dispatched	19,661	17,950	19,000

# Police

## Division Summary – Operations

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Operations	3,257,905	3,077,232	3,170,038	3,297,659
<b>Division Total</b>	<b>3,257,905</b>	<b>3,077,232</b>	<b>3,170,038</b>	<b>3,297,659</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	1,860,075	1,711,250	1,754,638	1,821,510
Car and Clothing Allowances	56,030	64,255	56,000	52,980
Fringe Benefits	937,262	908,477	995,150	1,027,369
Overtime	168,624	145,000	165,000	145,000
Overtime--Training	31,375	40,000	30,000	40,000
Overtime--Holiday	8,591	9,000	1,000	9,000
Night Differential	39,931	42,000	35,000	42,000
Employee Recognition	-	-	-	1,000
<b>Personnel Subtotal</b>	<b>3,101,888</b>	<b>2,919,982</b>	<b>3,036,788</b>	<b>3,138,859</b>
Supplies	150,717	153,750	132,500	155,300
Services and Charges	3,466	2,000	250	2,000
Miscellaneous	1,834	1,500	500	1,500
<b>Division Total</b>	<b>3,257,905</b>	<b>3,077,232</b>	<b>3,170,038</b>	<b>3,297,659</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	29.45	29.00	29.00	30.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>29.45</b>	<b>29.00</b>	<b>29.00</b>	<b>30.00</b>

Position Title	Adopted FY11	Proposed FY12
Police Lieutenant	1.00	1.00
Police Sergeant	5.00	4.00
Police Officer	22.00	24.00
Nuisance Control Specialist	1.00	1.00
<b>Division Total FTEs</b>	<b>29.00</b>	<b>30.00</b>

# Police

## Division: Operations

### Division Purpose:

Provides 24-hour uniformed patrol services. Responds to calls for service, conducts preliminary investigations, arrests offenders, provides K-9 support, and handles motor vehicle investigations and general traffic enforcement. Utilizing the services of a civilian employee, responds to nuisance abatement concerns, such as noise, animal, and parking issues.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$92,806 more than budget.
- The variance is primarily attributable to increased fringe benefit costs due to staffing transfers within budgetary divisions.

### FY12 Budget Highlights:

- Division expenditures are \$220,427 higher — an increase of 7.2 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to the transfer of one position from the Criminal Investigations Division to the Operations Division. Fringe benefit costs, including employee health insurance and the City's required pension contribution, will also increase.
- Division FTEs increase by 1.0.
- Approximately 95 percent of division expenditures are personnel related.
- Gasoline (\$94,800) and expenses related to vehicle repairs (\$38,000) comprise four percent of division expenditures.

### Management Objectives:

- Maintain the current level of visibility and security throughout the City.
- Continued emphasis and increased hours on walking and bicycle patrols.
- Increase emphasis on DUI arrests through planned DUI details.
- Manage the use of vehicles to obtain better mileage.
- Improve patrol service by using directed patrol based on crime analysis.

### Performance/Workload Measures:

Measurement	Calendar 2009	Calendar 2010	Projected 2011
Hours of bike patrol	350	115.5	200
Hours of foot patrol	2,547	3,801.4	3,500
Number of DUI arrests	59	31	40
Number of criminal and warrant arrests	421	464	430
Number of calls for service handled	14,405	13,560	14,000
Number of traffic stops	5,256	4,390	5,000

# Police

## Division Summary – Criminal Investigations

<b>Division Expenditures</b>	<b>Actual FY10</b>	<b>Adopted FY11</b>	<b>Estimated FY11</b>	<b>Proposed FY12</b>
Criminal Investigations	1,126,066	1,219,879	1,204,678	1,162,618
<b>Division Total</b>	<b>1,126,066</b>	<b>1,219,879</b>	<b>1,204,678</b>	<b>1,162,618</b>

<b>Division Expenditures by Type</b>	<b>Actual FY10</b>	<b>Adopted FY11</b>	<b>Estimated FY11</b>	<b>Proposed FY12</b>
Wages	658,914	730,579	743,331	666,120
Car and Clothing Allowances	16,050	13,050	15,375	16,500
Fringe Benefits	322,429	346,750	317,472	344,338
Overtime	66,135	65,000	80,000	75,000
Overtime--Training	9,017	1,000	5,000	1,000
Overtime--Holiday	3,336	7,000	-	7,000
Night Differential	9,327	12,500	8,500	12,500
Employee Recognition	-	-	-	60
<b>Personnel Subtotal</b>	<b>1,085,208</b>	<b>1,175,879</b>	<b>1,169,678</b>	<b>1,122,518</b>
Supplies	40,105	39,500	34,500	37,600
Services and Charges	553	2,500	500	2,500
Miscellaneous	200	2,000	-	-
<b>Division Total</b>	<b>1,126,066</b>	<b>1,219,879</b>	<b>1,204,678</b>	<b>1,162,618</b>

<b>Staffing by Position Type (FTEs)</b>	<b>Actual FY10</b>	<b>Adopted FY11</b>	<b>Estimated FY11</b>	<b>Proposed FY12</b>
FTEs with benefits	11.00	11.00	11.00	10.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>

<b>Position Title</b>	<b>Adopted FY11</b>	<b>Proposed FY12</b>
Police Lieutenant	1.00	1.00
Police Sergeant	2.00	2.00
Police Officer	6.00	5.00
Victim/Witness Coordinator	1.00	1.00
Crime Analyst	1.00	1.00
<b>Division Total FTEs</b>	<b>11.00</b>	<b>10.00</b>

# Police

## Division: Criminal Investigations

### Division Purpose:

Conducts investigations regarding serious crimes, such as homicide, rape, robbery, burglary, aggravated assault, theft, auto theft, and narcotic violations. Utilizing the services of a civilian employee, provide support and assistance to victims and witnesses of crimes.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$15,201 less than budget.
- The variance is attributable to lower fringe benefits costs due to transfers.

### FY12 Budget Highlights:

- Division expenditures are \$57,261 lower — a decrease of 4.7 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is attributable to the transfer of a position to the Operations Division.
- Division FTEs decrease by 1.0.
- Approximately 97 percent of division expenditures are personnel related.

### Management Objectives:

- Increase arrests by Tactical Enforcement Unit and Criminal Investigations section.
- Continue use and training of civilian crime scene technicians.

- Use all available means to generate forensic leads and close a higher percentage of crimes.
- Continue to assign and monitor cases in a timely manner.
- Control overtime expenditures to the extent practicable through the management and scheduling of personnel.
- Use the evidence bay to process evidence and solve crimes.

### Performance/Workload Measures:

Measurement	Calendar 2009	Calendar 2010	Projected 2011
Number of cases assigned	426	292	269
Number of cases closed	139	78	76
Number of cases exceptionally cleared	26	37	13
Closure/clearance percentage	39	39	28
Number of search warrants obtained	18	34	8
Number of arrest warrants obtained	81	28	38
Number of victims contacted by phone, letter or in person by the Victim Assistance Coordinator	1,031	876	512
Number of court room accompaniments by Victim Assistance Coordinator	51	44	63

# Police

## Division Summary – Administrative Services

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administrative Services	652,702	558,546	561,079	577,221
<b>Division Total</b>	<b>652,702</b>	<b>558,546</b>	<b>561,079</b>	<b>577,221</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	368,869	290,473	290,311	287,118
Car and Clothing Allowances	4,250	4,720	3,780	4,010
Fringe Benefits	161,817	141,048	152,133	162,388
Overtime	8,677	7,000	8,500	7,000
Overtime--Training	1,124	1,500	1,000	1,500
Overtime--Holiday	1,853	-	250	-
Night Differential	49	-	1,000	-
Employee Recognition	-	-	-	550
<b>Personnel Subtotal</b>	<b>546,639</b>	<b>444,741</b>	<b>456,974</b>	<b>462,566</b>
Supplies	24,172	31,750	30,100	32,600
Services and Charges	78,647	77,555	68,755	77,555
Miscellaneous	3,244	4,500	5,250	4,500
<b>Division Total</b>	<b>652,702</b>	<b>558,546</b>	<b>561,079</b>	<b>577,221</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	8.11	7.11	7.11	7.11
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>8.11</b>	<b>7.11</b>	<b>7.11</b>	<b>7.11</b>

Position Title	Adopted FY11	Proposed FY12
Police Warrants Security Specialist	1.00	1.00
Administrative Assistant III	1.00	1.00
Administrative Assistant II	1.00	1.00
Administrative Assistant I	1.00	1.00
Crossing Guard	2.31	2.31
Police Evidence Specialist	0.80	0.80
<b>Division Total FTEs</b>	<b>7.11</b>	<b>7.11</b>

# Police

## Division: Administrative Services

### Division Purpose:

Responsible for evidence/property management, records management, parking enforcement, crossing guards, records validations, and maintenance of supplies.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$ 2,533 higher than budget.
- The variance is primarily attributable to higher than anticipated fringe benefits costs.

### FY12 Budget Highlights:

- Division expenditures are \$18,675 higher — an increase of 3.3 percent — compared to budgeted expenditures for FY11.
- The budgetary increase is primarily attributable to higher fringe benefits costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remained unchanged.
- Approximately 80 percent of division expenditures are personnel related.
- Approximately six percent of division expenditures are categorized as supplies. This category includes \$13,100 for vehicle fuel and maintenance costs.
- Services and charges represent about 14 percent of division expenditures. This category includes telephone, printing, and copying charges which combined total \$60,055.

### Management Objectives:

- Continue the purging of evidence so that evidence rooms will meet standards.
- Update the agency's towing contract.
- Reduce backlog of reports awaiting submittal into the Records Management System.
- Continue the changeover to the Montgomery County Records Management System.

### Performance/Workload Measures:

Measurement	Calendar 2009	Calendar 2010	Projected 2011
Number of reports reviewed and entered into records management system	2,341	2,125	2,100
Number of warrants received and processed	475	435	425
Number of NCIC validations performed	1,129	1,111	1,110
Number of parking tickets processed	4,084	3,748	3,800

# Public Works

## Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	290,765	310,252	305,284	307,434
Building Maintenance	695,259	778,963	731,267	724,716
Equipment Maintenance	446,193	458,785	460,851	470,912
Right-of-Way Maintenance	1,049,314	973,212	946,484	978,239
Solid Waste Management	791,249	796,917	771,924	811,766
Gardens	184,514	187,040	175,998	197,403
Urban Forest	223,311	226,929	216,784	249,922
City Engineer	107,516	157,295	167,063	160,050
<b>Department Total</b>	<b>3,788,121</b>	<b>3,889,393</b>	<b>3,775,655</b>	<b>3,900,442</b>

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	1,450,751	1,495,042	1,474,198	1,492,372
Fringe Benefits	501,484	620,606	585,938	696,932
Overtime	130,655	57,250	54,500	52,750
Night Differential	2,592	10,530	10,530	10,530
Contractual Labor	147,517	123,840	136,800	129,640
Employee Recognition	-	-	-	580
<b>Personnel Subtotal</b>	<b>2,232,999</b>	<b>2,307,268</b>	<b>2,261,966</b>	<b>2,382,804</b>
Supplies	586,589	515,700	525,083	536,700
Services and Charges	715,175	813,735	752,598	736,598
Miscellaneous	253,358	252,690	236,008	244,340
<b>Department Total</b>	<b>3,788,121</b>	<b>3,889,393</b>	<b>3,775,655</b>	<b>3,900,442</b>

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Highway User Fees	60,210	21,010	35,000	21,999
In Lieu of Road Maintenance	442,624	376,230	376,230	357,419
Waste Collection Charges	63,974	76,200	70,500	70,500
Recyclable Sales	6,047	1,000	3,000	3,000
Mulch Sales	25,581	20,000	22,000	25,000
Special Trash Pickup	8,880	10,000	8,400	10,000
Excavation/Driveway Permits	1,350	1,500	1,500	2,300
Tree Permits	2,363	10,500	10,000	11,000
Tree Fund	10,000	10,000	10,000	27,000
<b>Subtotal</b>	<b>621,029</b>	<b>526,440</b>	<b>536,630</b>	<b>528,218</b>

General Fund	3,167,092	3,362,953	3,239,025	3,372,224
<b>Department Total</b>	<b>3,788,121</b>	<b>3,889,393</b>	<b>3,775,655</b>	<b>3,900,442</b>

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	2.50	2.50	2.50	2.50
Building Maintenance	6.38	6.00	6.00	6.00
Equipment Maintenance	3.00	3.00	3.00	3.00
Right-of-Way Maintenance	8.00	8.00	8.00	8.00
Solid Waste Management	9.00	9.00	9.00	9.00
Gardens	2.00	2.00	2.00	2.00
Urban Forest	1.00	1.00	1.00	1.00
City Engineer	0.75	0.75	0.75	0.75
<b>Department Total FTEs</b>	<b>32.63</b>	<b>32.25</b>	<b>32.25</b>	<b>32.25</b>

# Public Works

## Department Summary

### Department Overview:

The Public Works Department is responsible for the maintenance of City-owned roads, buildings, stormwater management systems, gardens, parks, vehicles, and equipment. The department also provides solid waste collection and recycling services to single-family residential properties in the City and in the various business districts.

These functions are accounted for in eight divisions. They are Administration, Building Maintenance, Equipment Maintenance, Right-of-Way Maintenance, Solid Waste Management, Gardens, Urban Forest, and City Engineer.

### Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$113,738 lower than budget.
- The variances are primarily attributable to reduced personnel costs and service charges.

### FY12 Budget Highlights:

- Departmental expenditures are \$11,049 higher — an increase of 0.3 percent — compared to budgeted expenditures for FY11. The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Departmental FTEs remain unchanged.
- Approximately 61 percent of departmental expenditures are personnel related.
- Personnel costs are up by \$75,536 compared to budgeted expenditures for FY11.

- Approximately 14 percent of departmental expenditures are supplies. This category includes gasoline, diesel, snow removal materials, and items necessary for leaf collection. Combined, these items have a cost of \$150,500.
- Services and charges account for about 19 percent of departmental expenditures. Expenditures accounted for in this category include utility costs for City facilities and street lighting costs; combined, these items total \$410,000. Other expenditures include contractual costs such as engineering services and specialized building maintenance work.
- Miscellaneous expenditures total approximately six percent of departmental expenditures. The vast majority of these expenditures are for solid waste tipping fees, which total \$220,000.



# Public Works

## Division Summary – Administration

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	290,765	310,252	305,284	307,434
<b>Division Total</b>	<b>290,765</b>	<b>310,252</b>	<b>305,284</b>	<b>307,434</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	164,685	166,899	167,231	166,899
Fringe Benefits	63,939	76,368	72,836	75,532
Overtime	699	250	800	250
Contractual Labor	5,378	500	-	-
Employee Recognition	-	-	-	55
<b>Personnel Subtotal</b>	<b>234,701</b>	<b>244,017</b>	<b>240,867</b>	<b>242,736</b>
Supplies	7,819	8,800	8,800	8,800
Services and Charges	37,607	49,435	48,998	47,898
Miscellaneous	10,638	8,000	6,619	8,000
<b>Division Total</b>	<b>290,765</b>	<b>310,252</b>	<b>305,284</b>	<b>307,434</b>

Position Title	Adopted FY11	Proposed FY12
Director of Public Works	1.00	1.00
Administrative Assistant II	1.50	1.50
<b>Division Total</b>	<b>2.50</b>	<b>2.50</b>

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	2.50	2.50	2.50	2.50
FTEs without benefits	-	-	-	-
<b>Division Total FTEs</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

# Public Works

## Division – Administration

### Division Purpose:

Oversees the operations of all departmental divisions. Provides coordination between the divisions and with other City departments.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$4,968 less than budget.
- The variance is primarily attributable to reduced fringe benefit expenditures.

### FY12 Budget Highlights:

- Division expenditures are \$2,818 lower — a decrease of one percent — compared to budgeted expenditures for FY11.
- The variance is attributable to lower personnel costs due to the transfer of unemployment benefits to the Non-Departmental budgetary unit.
- Division FTEs remain unchanged.
- Approximately 79 percent of division expenditures are personnel related.
- Services and charges account for 16 percent of division expenditures. This category includes cost of telephone service (\$22,000) and departmental radios (\$15,000).

### Management Objectives:

- Ensure that the office is appropriately staffed during all hours of operation to provide timely and quality customer service to callers and walk-in customers.

- Oversee the implementation of MyTKPK as it relates to service requests for public works related areas.
- Coordinate the renovation of the Public Works Facility; minimize impact to operations.
- Manage the processing of permit applications for driveway aprons, use of the right-of-way, tree removal, tree protection, and stormwater management for construction. Implement online application submission for City permits, once it becomes available.
- Schedule mulch deliveries and bulk refuse collection. Implement the online scheduling for bulk collection and mulch delivery, once it becomes available.
- Implement credit card and online payment system for permits, mulch delivery and bulk trash collection, once it becomes available.
- Process error-free payroll on a bi-weekly basis, in accordance with the deadline established by the Finance Department.
- Record requisitions of purchases and assist departmental divisions in the processing of invoices to ensure they are paid on time and are posted to the appropriate budgetary line item.
- Review Public Works related information on the City website to ensure that it is up to date and informative.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Permits processed	54	52	55

Note: Includes driveway apron, dumpster, and use of right-of-way permits only. Stormwater, tree removal, and tree protection permits are listed in related budgets.

# Public Works

## Division Summary – Building Maintenance

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Building Maintenance	695,259	778,963	731,267	724,716
<b>Division Total</b>	<b>695,259</b>	<b>778,963</b>	<b>731,267</b>	<b>724,716</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	259,054	255,237	256,768	255,237
Fringe Benefits	79,336	95,806	93,312	112,549
Overtime	10,632	5,000	4,000	5,000
Night Differential	2,592	10,530	10,530	10,530
Contractual Labor	13,981	4,000	15,000	4,000
<b>Personnel Subtotal</b>	<b>365,595</b>	<b>370,573</b>	<b>379,610</b>	<b>387,316</b>
Supplies	57,548	56,000	56,748	56,000
Services and Charges	271,878	350,390	293,500	280,000
Miscellaneous	238	2,000	1,409	1,400
<b>Division Total</b>	<b>695,259</b>	<b>778,963</b>	<b>731,267</b>	<b>724,716</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	6.00	6.00	6.00	6.00
FTEs without benefits	0.38	-	-	-
<b>Division Total</b>	<b>6.38</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

Position Title	Adopted FY11	Proposed FY12
Facility Maintenance Supervisor	1.00	1.00
Building Maintenance Specialist	1.00	1.00
Custodial Crew Leader	1.00	1.00
Custodian	3.00	3.00
<b>Division Total FTEs</b>	<b>6.00</b>	<b>6.00</b>

# Public Works

## Division – Building Maintenance

### Division Purpose:

Responsible for maintaining City facilities, which include the Community Center, the Takoma Park Library, the Takoma Park Recreation Center, the Heffner Community Center, the Public Works Complex, and the Thomas Siegler Carriage House.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$47,696 less than budget.
- The variance is primarily attributable to lower utility costs.

### FY12 Budget Highlights:

- Division expenditures are \$54,247 lower — a decrease of seven percent — compared to budgeted expenditures for FY11.
- Approximately 53 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Utility costs for the various City-owned facilities total \$168,000 or about 23 percent of division expenditures. Services and charges also include the cost of specialized repair and maintenance work performed by contractors (\$110,000).

### Management Objectives:

- Provide daily cleaning of all office spaces and public use area, Monday through Friday. Ensure that City facilities are well maintained and provide attractive appearance.

- Provide weekend cleaning of public use areas, the Police Department, and off-site facilities (Heffner and New Hampshire Avenue Recreation Center).
- Ensure that all tile floors and carpeted areas are kept clean and receive annual treatment to maintain a professional appearance and reduce the potential for accidents and injuries.
- Provide annual painting of hallways, lobby areas, and community rooms.
- Maintain all building equipment (lighting, plumbing, heating, and cooling) in a manner that meets the needs of building users. Respond to routine requests for service within 24 hours and as soon as practical for emergency calls.
- Enhance energy efficiency when replacing components of HVAC or lighting systems.
- Evaluate building utility use to explore potential energy efficiency programs to reduce use. Review utility invoices to ensure expenditures are accurate.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Expenditures for Facility Maintenance by Contractor	\$121,204	\$131,500	\$110,000
Expenditures for Facility Maintenance In-House (not including salary)	\$24,024	\$25,000	\$28,000
Staff Hours dedicated to cleaning/week	47	32	32

# Public Works

## Division Summary – Equipment Maintenance

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Equipment Maintenance	446,193	458,785	460,851	470,912
<b>Division Total</b>	<b>446,193</b>	<b>458,785</b>	<b>460,851</b>	<b>470,912</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	187,707	187,325	188,847	187,325
Fringe Benefits	56,319	63,620	64,952	75,247
Overtime	13,376	5,000	5,000	5,000
<b>Personnel Subtotal</b>	<b>257,402</b>	<b>255,945</b>	<b>258,799</b>	<b>267,572</b>
Supplies	175,548	189,600	191,712	193,100
Services and Charges	12,513	10,000	10,000	9,000
Miscellaneous	730	3,240	340	1,240
<b>Division Total</b>	<b>446,193</b>	<b>458,785</b>	<b>460,851</b>	<b>470,912</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Position Title	Adopted FY11	Proposed FY12
Vehicle Maintenance Supervisor	1.00	1.00
Mechanic	2.00	2.00
<b>Division Total FTEs</b>	<b>3.00</b>	<b>3.00</b>

# Public Works

## Division – Equipment Maintenance

### Division Purpose:

Responsible for maintaining cars, vans, light trucks, heavy duty trucks, and other specialized motorized equipment (leaf vacuum machines, loader, skid steer, and snow plows and spreaders).

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$2,066 higher than budget.
- The variance is primarily attributable to supply costs and personnel costs.

### FY12 Budget Highlights:

- Division expenditures are \$12,127 higher — an increase of three percent — compared to budgeted expenditures for FY11. The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 57 percent of division expenditures are personnel related.
- Gasoline and diesel costs total \$102,500 or about 22 percent of division expenditures. (Police fuel costs are reflected in the Police budget.)
- Repair and maintenance materials and outside labor and parts total \$76,000, or about 16 percent of division expenditures. (Repair and maintenance costs of Police vehicles are reflected in the Police Budget.)

### Management Objectives:

- Ensure that at least 90 percent of the City's fleet is operational at all times.
- Return calls for service are less than two percent.
- Provide preventative maintenance services in accordance with the manufacturer's recommended schedules.
- Track mileage and maintenance costs to ensure that vehicles are scheduled for replacement in accordance with the City's Vehicle Replacement Policy.
- Track fuel use by vehicle to determine miles per gallon experience of City's fleet.
- Maintain refueling station in a manner that meets all federal and state requirements.
- Review availability and cost of alternatively fueled vehicles that could be used in the City's fleet; make recommendations to the City Manager regarding options as current fleet vehicles are scheduled for replacement.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of vehicles maintained	76	76	76
Number of vehicles purchased	6	8	4
Pieces of equipment purchased	2	1	-
Number of vehicle/ equipment work orders	1,262	1,129	1,200
Number of preventative maintenance performed	181	181	181

# Public Works

## Division Summary – Right-of-Way Maintenance

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Right-of-Way Maintenance	1,049,314	973,212	946,484	978,239
<b>Division Total</b>	<b>1,049,314</b>	<b>973,212</b>	<b>946,484</b>	<b>978,239</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	312,829	322,738	294,711	320,824
Fringe Benefits	120,700	155,264	138,820	175,145
Overtime	46,329	20,000	25,000	20,000
Contractual Labor	47,504	68,700	76,800	72,000
Employee Recognition	-	-	-	470
<b>Personnel Subtotal</b>	<b>527,362</b>	<b>566,702</b>	<b>535,331</b>	<b>588,439</b>
Supplies	192,134	111,800	131,653	112,300
Services and Charges	327,676	284,210	274,500	272,000
Miscellaneous	2,142	10,500	5,000	5,500
<b>Division Total</b>	<b>1,049,314</b>	<b>973,212</b>	<b>946,484</b>	<b>978,239</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	8.00	8.00	8.00	8.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

Position Title	Adopted FY11	Proposed FY12
Right-of-Way Maintenance Supervisor	1.00	1.00
Right-of-Way Crew Leader	2.00	2.00
Equipment Operator	1.00	1.00
Right-of-Way Maintenance Technician	4.00	4.00
<b>Division Total FTEs</b>	<b>8.00</b>	<b>8.00</b>

# Public Works

## Division – Right-of-Way Maintenance

### Division Purpose:

Responsible for storm debris removal, leaf collection, snow removal, pothole repairs, park and playground maintenance, street sign maintenance, sidewalk and street cleaning, preventative roadway crack filling, and streetscape repairs.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$26,728 less than budget.
- The variance is attributable to less than anticipated personnel costs due to a staffing vacancy.

### FY12 Budget Highlights:

- Division expenditures are \$5,027 higher — an increase of 0.5 percent — compared to budgeted expenditures for FY11. The variance is due to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 60 percent of division expenditures are personnel related.
- Approximately 11 percent of division expenditures are related to supplies. Primary cost centers are leaf collection (\$18,000), parks (\$42,000), and snow removal materials (\$30,000).
- Subcontract services and utility charges account for approximately 28 percent of division expenditures. This category includes electrical costs for streetlights, which total \$242,000.

### Management Objectives:

- Operate a Citywide leaf collection program over a five-week period that provides at least two collections for every street.
- Ensure that crews are dispatched and on the street as soon as snow is on the road surface. Provide two travelable lanes on each primary street over a 12-hour shift for a snowfall of six inches and one travelable lane over a 12-hour shift for a snowfall of six to 12 inches.
- Maintain all roadway markings and crosswalks, repainting on a schedule of no less than two times per year.
- Respond to pothole reports or emergency requests within 24 hours of receipt.
- Respond to all non-emergency service requests within two weeks of receipt.
- Deliver mulch upon request once a week from March through October or end of supply.
- Clean public rights-of-way, parks, and playgrounds once a week.
- Provide street sweeping at least two times per month for residential streets and three times per month in commercial areas from March through October.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of mulch sales	361	375	370
# of streets receiving preventative maintenance	5	5	7
# of street sweeping cycles annually	10	12	24

# Public Works

## Division Summary – Solid Waste Management

	Actual	Adopted	Estimated	Proposed
Division Expenditures	FY10	FY11	FY11	FY12
Solid Waste Management	791,249	796,917	771,924	811,766
<b>Division Total</b>	<b>791,249</b>	<b>796,917</b>	<b>771,924</b>	<b>811,766</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	314,760	348,450	354,709	352,694
Fringe Benefits	120,323	159,827	147,075	176,932
Overtime	52,636	23,000	17,500	18,000
Contractual Labor	35,127	8,640	3,000	8,640
<b>Personnel Subtotal</b>	<b>522,846</b>	<b>539,917</b>	<b>522,284</b>	<b>556,266</b>
Supplies	5,821	7,500	2,500	7,500
Services and Charges	25,215	24,500	25,000	23,000
Miscellaneous	237,369	225,000	222,140	225,000
<b>Division Total</b>	<b>791,249</b>	<b>796,917</b>	<b>771,924</b>	<b>811,766</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	9.00	9.00	9.00	9.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

Position Title	Adopted FY11	Proposed FY12
Solid Waste Supervisor	1.00	1.00
Sanitation Driver	3.00	3.00
Sanitation Technician II	1.00	1.00
Sanitation Technician I	4.00	4.00
<b>Division Total FTEs</b>	<b>9.00</b>	<b>9.00</b>

# Public Works

## Division – Solid Waste Management

### Division Purpose:

Responsible for collection of trash, recyclables, and yard waste on a weekly basis and bulk pick-up upon request. Provides snowplow drivers during snow emergencies.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$24,993 less than budget.
- The variance is attributable to less than anticipated personnel costs due to a staffing vacancy.

### FY12 Budget Highlights:

- Division expenditures are \$14,849 higher — an increase of 1.9 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 69 percent of division expenditures are personnel related.
- Approximately 30 percent of division expenditures are for disposal and/or processing of materials, including \$220,000 for solid waste tipping fees and \$20,000 for recycling processing fees.

### Management Objectives:

- Provide once a week collection of refuse and recycling at curbside.

- Provide collection services for residents who are handicapped or elderly.
- Provide collection of yard waste on Mondays, except for weeks when a holiday falls on a Monday.
- Provide collection of heavy or large furniture items as scheduled on a fee basis.
- Provide recycling containers at no cost to all households that receive City collection services.
- Provide collection of refuse and recycling at City parks and public receptacles three times a week during spring, summer, and fall and two times a week during the winter months.
- Provide for expanded recycling opportunities as markets become available.
- Promote drop-off for additional recyclable items including electronics and computers, CFL light bulbs, and motor oil and antifreeze at the Public Works Facility.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Tons of trash	5,853	5,910	5,900
Tons of recycling	1,431	1,450	1,450
Tons of yard waste collected	1,017	1,050	1,000
# of ROW containers serviced	112	112	115

# Public Works

## Division Summary – Gardens

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Gardens	184,514	187,040	175,998	197,403
<b>Division Total</b>	<b>184,514</b>	<b>187,040</b>	<b>175,998</b>	<b>197,403</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	86,017	85,550	86,675	85,550
Fringe Benefits	26,960	31,040	31,023	37,153
Overtime	4,081	3,000	1,200	3,000
Contractual Labor	45,526	42,000	42,000	45,000
<b>Personnel Subtotal</b>	<b>162,584</b>	<b>161,590</b>	<b>160,898</b>	<b>170,703</b>
Supplies	20,295	21,000	13,000	23,000
Services and Charges	923	3,200	2,100	2,700
Miscellaneous	712	1,250	-	1,000
<b>Division Total</b>	<b>184,514</b>	<b>187,040</b>	<b>175,998</b>	<b>197,403</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	2.00	2.00	2.00	2.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Position Title	Adopted FY11	Proposed FY12
City Gardener	1.00	1.00
Garden Maintenance Technician	1.00	1.00
<b>Division Total FTEs</b>	<b>2.00</b>	<b>2.00</b>

# Public Works

## Division – Gardens

### Division Purpose:

Responsible for the maintenance of the City's public gardens and planted rights-of-way that add to the beauty of Takoma Park's neighborhoods.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$11,042 less than budget.
- The variance is attributable to less than anticipated costs for supplies.

### FY12 Budget Highlights:

- Division expenditures are \$10,363 higher — an increase of 5.5 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to the increase in contractual labor costs and increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 86 percent of division expenditures are personnel related.
- Supplies comprise about 12 percent of division expenditures and include items such as garden tools.

### Management Objectives:

- Provide weeding and mulching of all City gardens and planted rights-of-way at least three times per year.
- Plan and install new gardens in public space as requested, contingent on available funding.

- Replace planting in established gardens as needed and funding allows.
- Improve the appearance of the rear of the Community Center through enhanced planting beds.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
# of new gardens created	4	5	2
# of existing gardens enhanced	21	20	23

### Note:

New garden installations planned for two sites around the Community Center.

Enhanced garden planting scheduled for Takoma Junction, Forest Park and Hodges Heights Garden.

# Public Works

## Division Summary – Urban Forest

<b>Division Expenditures</b>	<b>Actual FY10</b>	<b>Adopted FY11</b>	<b>Estimated FY11</b>	<b>Proposed FY12</b>
Urban Forest	223,312	226,929	216,784	249,922
<b>Division Total</b>	<b>223,312</b>	<b>226,929</b>	<b>216,784</b>	<b>249,922</b>

<b>Division Expenditures by Type</b>	<b>Actual FY10</b>	<b>Adopted FY11</b>	<b>Estimated FY11</b>	<b>Proposed FY12</b>
Wages	65,419	69,085	65,244	64,085
Fringe Benefits	17,781	20,144	20,120	23,582
Overtime	2,415	1,000	250	1,000
Employee Recognition	-	-	-	55
<b>Personnel Subtotal</b>	<b>85,615</b>	<b>90,229</b>	<b>85,614</b>	<b>88,722</b>
Supplies	127,424	121,000	120,670	136,000
Services and Charges	8,740	13,000	10,000	23,000
Miscellaneous	1,533	2,700	500	2,200
<b>Division Total</b>	<b>223,312</b>	<b>226,929</b>	<b>216,784</b>	<b>249,922</b>

<b>Staffing Summary by Position Type (FTEs)</b>	<b>Actual FY10</b>	<b>Adopted FY11</b>	<b>Estimated FY11</b>	<b>Proposed FY12</b>
FTEs with benefits	1.00	1.00	1.00	1.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

<b>Position Title</b>	<b>Adopted FY11</b>	<b>Proposed FY12</b>
City Arborist	1.00	1.00
<b>Division Total FTEs</b>	<b>1.00</b>	<b>1.00</b>

# Public Works

## Division – Urban Forest

### Division Purpose:

Responsible for managing the City's urban forest. Enforces Takoma Park's tree ordinance. Division is overseen by a licensed arborist.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$10,145 less than budget.
- The variance is attributable to less than anticipated costs for personnel, mailings, water and training.

### FY12 Budget Highlights:

- Division expenditures are \$22,993 higher — an increase of ten percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increased bulk buy expenditures (including a subsidy of \$5,000 from the City for these purchases) and subcontractor costs related to invasives management and tree database updates.
- Division FTEs remain unchanged.
- Approximately 35 percent of division expenditures are personnel related.
- About 53 percent of division expenditures are related to tree maintenance (\$90,000) and tree planting (\$22,000 on public property and \$20,000 on private property).
- Sub-contract work accounts for eight percent of division expenditures and includes \$15,000 for removal of invasives.

### Management Objectives:

- Enforce the provisions of the City's tree ordinance.
- Conduct site visit within three work days of receipt of a tree removal application.
- Promote tree planting and care on private property through the annual Arbor Day celebration and annual wholesale tree purchase.
- Plant trees in City right-of-way twice a year based on annual budget allocation.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of trees removed by permit	63	45	54
Number of undesirable species trees removed by permit	26	25	30
Number of tree protection plan permits	25	14	17
Waivers issued by City Arborist	187	165	198
Number of permit denials	51	10	12
Number of trees planted in the right-of-way	94	125	110
Number of bulk buy trees planted on private property	50	45	50
Tree Impact Assessments	NA	37	44
# of municipal infraction citations issued.	5	7	6

# Public Works

## Division Summary – City Engineer

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
City Engineer	107,516	157,295	167,063	160,050
<b>Division Total</b>	<b>107,516</b>	<b>157,295</b>	<b>167,063</b>	<b>160,050</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	60,280	59,758	60,013	59,758
Fringe Benefits	16,126	18,537	17,800	20,792
Overtime	487	-	750	500
<b>Personnel Subtotal</b>	<b>76,893</b>	<b>78,295</b>	<b>78,563</b>	<b>81,050</b>
Supplies	-	-	-	-
Services and Charges	30,623	79,000	88,500	79,000
Miscellaneous	-	-	-	-
<b>Division Total</b>	<b>107,516</b>	<b>157,295</b>	<b>167,063</b>	<b>160,050</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

Position Title	Adopted FY11	Proposed FY12
City Engineer	0.50	0.50
Administrative Assistant II	0.25	0.25
<b>Division Total FTEs</b>	<b>0.75</b>	<b>0.75</b>

# Public Works

## Division – City Engineer

### Division Purpose:

Manages and directs all paving operations and stormwater management activities. Provides engineering support to other City departments.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$9,768 more than budget.
- The variance is primarily attributable to the survey of the Flower Avenue right-of-way.

### FY12 Budget Highlights:

- Division expenditures are \$2,755 higher — an increase of two percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 51 percent of division expenditures are personnel related. One-half of the City Engineer's salary and benefit costs are charged to the Stormwater Management Fund. Division expenditures also include 25 percent of the cost of an administrative staff person.
- About 49 percent of division expenditures are related to services and charges, specifically contractual engineering and other professional work.

### Management Objectives:

- Oversee street restoration program based on funding allocation. Provide 72 hours public notice prior to commencement of construction.
- Coordinate City street work with area utilities.
- Maintain record of necessary repairs to City streets, curbs, gutters, and sidewalks. Schedule repairs at least twice a year, contingent on available funding.
- Implement sidewalk improvement program as directed by the Council.
- Evaluate City Code to determine what changes can be made to improve the work of utility companies in the City right-of-way.
- Provide civil engineering support to other City departments as necessary.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Miles of road resurfaced	0.436	0.421	0.450
Square feet of asphalt patch	13,200	19,751	15,000
Linear feet of curb/gutter replaced	3,611	6,898	3,500
Square yards of sidewalk repaired	3,420	2,460	2,500
Square feet of brick sidewalks installed	16	200	100
Square footage of porous concrete or rubber walks installed	182	220	250

# Recreation

## Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	260,312	271,976	284,154	283,004
Takoma Park Recreation Center	225,155	247,507	234,889	241,073
Community Programs	65,978	74,350	69,457	72,660
Athletic Fields and Facilities	61,951	69,556	59,277	62,349
Camps	61,278	85,166	85,123	82,521
Before and After School Programs	111,496	123,311	119,523	130,849
Community Center	389,307	474,812	441,652	472,260
<b>Department Total</b>	<b>1,175,477</b>	<b>1,346,678</b>	<b>1,294,075</b>	<b>1,344,716</b>

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	743,919	793,238	789,081	797,054
Fringe Benefits	194,127	260,290	232,799	276,102
Overtime	1,841	5,300	3,920	4,400
Employee Recognition	-	-	-	110
<b>Personnel Subtotal</b>	<b>939,887</b>	<b>1,058,828</b>	<b>1,025,800</b>	<b>1,077,666</b>
Supplies	17,849	29,000	21,700	22,600
Services and Charges	165,028	193,750	189,250	184,550
Miscellaneous	52,713	65,100	57,325	59,900
<b>Department Total</b>	<b>1,175,477</b>	<b>1,346,678</b>	<b>1,294,075</b>	<b>1,344,716</b>

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Takoma/Langley Recreation Agreement	125,000	93,750	93,750	79,670
Program/Service Charges	278,845	337,200	399,800	372,400
<b>Subtotal</b>	<b>403,845</b>	<b>430,950</b>	<b>493,550</b>	<b>452,070</b>
General Fund	771,632	915,728	800,525	892,646
<b>Department Total</b>	<b>1,175,477</b>	<b>1,346,678</b>	<b>1,294,075</b>	<b>1,344,716</b>

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	2.63	2.25	2.25	2.25
Takoma Park Recreation Center	4.29	3.73	3.73	3.73
Community Programs	0.95	0.45	0.45	0.45
Athletic Fields and Facilities	0.20	0.20	0.20	0.20
Camps	2.14	2.07	2.07	2.07
Before & After School Programs	2.06	2.13	2.13	2.13
Community Center	7.30	6.94	6.94	6.94
<b>Department Total FTEs</b>	<b>19.57</b>	<b>17.77</b>	<b>17.77</b>	<b>17.77</b>

# Recreation

## Department Summary

### Department Overview:

The Recreation Department is responsible for developing and providing creative, diversified, and safe programs and services that attract participants of all ages and for delivering those services and programs in an effective and efficient manner. Staff works in collaboration with youth, seniors, and others to identify new programs and services in which they might be interested.

These functions are accounted for in seven divisions. They are Administration, Takoma Park Recreation Center, Community Programs, Athletic Fields/Facilities, Camps, Before- and After-School Programs, and Community Center.

### Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$52,603 less than budget.
- The variance is attributable to a staffing vacancy, a decrease in contract and supply costs, and a fringe benefit computation error made by Human Resources.

### FY12 Budget Highlights:

- Departmental expenditures are \$1,962 lower — a decrease of less than one percent — compared to budgeted expenditures for FY11.
- Departmental FTEs remain unchanged.
- Approximately 80 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$18,838 compared to budgeted expenditures for FY11.
- Personnel cost increases are attributable to fringe benefit costs, including employee health insurance and the City's required pension contribution.

- Services and charges account for about 14 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for field maintenance (\$25,000), program instruction (\$71,000), and rental of school facilities (\$19,000).
- Miscellaneous expenditures represent approximately five percent of departmental expenditures. This category includes the cost of training and certain programmatic expenses, including transportation for trips.



# Recreation

## Division Summary – Administration

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	260,312	271,976	284,154	283,004
<b>Division Total</b>	<b>260,312</b>	<b>271,976</b>	<b>284,154</b>	<b>283,004</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	157,986	159,298	160,639	159,403
Fringe Benefits	52,440	61,378	63,740	63,801
Overtime	46	2,000	800	1,000
<b>Personnel Subtotal</b>	<b>210,472</b>	<b>222,676</b>	<b>225,179</b>	<b>224,204</b>
Supplies	3,262	4,000	3,550	3,700
Services and Charges	40,201	37,500	48,700	47,300
Miscellaneous	6,377	7,800	6,725	7,800
<b>Division Total</b>	<b>260,312</b>	<b>271,976</b>	<b>284,154</b>	<b>283,004</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	2.25	2.25	2.25	2.25
FTEs without benefits	0.38	-	-	-
<b>Division Total</b>	<b>2.63</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>

Position Title	Adopted FY11	Proposed FY12
Recreation Director	0.70	0.70
Assistant Recreation Director	0.45	0.45
Recreation Supervisor II	0.10	0.10
Administrative Assistant II	1.00	1.00
Part-Time Staff		
<b>Division Total FTEs</b>	<b>2.25</b>	<b>2.25</b>

# Recreation

## Division – Administration

### Division Purpose:

Responsible for the oversight of all departmental functions. Establishes departmental goals. Prepares and monitors departmental budget.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$12,178 more than budget.
- The variance is primarily attributable to higher than expected bank fees due to the volume of customer transactions.

### FY12 Budget Highlights:

- Division expenditures are \$11,028 higher — an increase of 4.1 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to bank fees.
- Division FTEs remain unchanged.
- Approximately 79 percent of division expenditures are personnel related.
- Services and charges represent about 17 percent of division expenditures. This category includes such expenses as telephone service, postage, advertising, and the printing of the program brochure.

- Charges categorized as miscellaneous account for about three percent of division expenditures. This category includes expenses such as staff training, conference attendance, and association dues.

### Management Objectives:

- Develop new partnerships to improve service delivery to the residents of Takoma Park.
- Collaborate with Montgomery County Recreation to access resources for gang intervention and prevention.
- Improve marketing through new website and the use of social media.
- Utilize Activenet software to maximize outreach to customers through promotions, marketing, and feedback.
- Enhance staff development through individual coaching, training, and evaluation to promote professional and personal growth.

# Recreation

## Division Summary – Takoma Park Recreation Center

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Takoma Park Recreation Center	225,155	247,507	234,889	241,073
<b>Division Total</b>	<b>225,155</b>	<b>247,507</b>	<b>234,889</b>	<b>241,073</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	169,409	166,490	167,053	166,489
Fringe Benefits	33,290	54,567	40,666	48,924
Overtime	277	500	620	600
Employee Recognition	-	-	-	110
<b>Personnel Subtotal</b>	<b>202,976</b>	<b>221,557</b>	<b>208,339</b>	<b>216,123</b>
Supplies	1,731	3,000	2,200	1,900
Services and Charges	18,507	19,350	21,250	19,850
Miscellaneous	1,941	3,600	3,100	3,200
<b>Division Total</b>	<b>225,155</b>	<b>247,507</b>	<b>234,889</b>	<b>241,073</b>

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	1.65	1.65	1.65	1.65
FTEs without benefits	2.64	2.08	2.08	2.08
<b>Division Total</b>	<b>4.29</b>	<b>3.73</b>	<b>3.73</b>	<b>3.73</b>

Position Title	Adopted FY11	Proposed FY12
Recreation Director	0.10	0.10
Assistant Recreation Director	0.35	0.35
Recreation Supervisor II	0.20	0.20
Recreation Supervisor I	1.00	1.00
Part-time Staff	2.08	2.08
<b>Division Total FTEs</b>	<b>3.73</b>	<b>3.73</b>

# Recreation

## Division – Takoma Park Recreation Center

### Division Purpose:

Operates the Takoma Park Recreation Center located on New Hampshire Avenue. The building is owned by the Maryland-National Park and Planning Commission and operated by the Montgomery County Recreation Department. The County subcontracts the operation of the facility to the City of Takoma Park, for which the City receives an operating grant.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$12,618 less than budget.
- The variance is primarily attributable to fringe benefits.

### FY12 Budget Highlights:

- Division expenditures are \$6,434 lower — a decrease of 2.6 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to fringe benefits.
- Division FTEs remain unchanged.
- Approximately 90 percent of division expenditures are personnel related.
- Services and charges represent about eight percent of division expenditures. This category includes the cost of contractors who conduct programs at Takoma Park Recreation Center (\$10,000) and telephone costs for the facility (\$7,000).
- Charges categorized as miscellaneous account for about one percent of division expenditures. This classification includes certain programmatic costs such as teen trips and programs and expenditures for department sponsored special events.

### Management Objectives:

- Maintain program offerings for youth and adults.
- Expand partnerships with the local business community for teen or other program support.
- Continue shuttle service between the Recreation Center and Community Center twice a month for special teen events.
- Develop a wellness and fitness initiative that utilizes the new cardio equipment in the facility.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of new programs	4	3	2
Number of new business partnerships established	2	3	2
Number of bus shuttle trips between TPRC and TPCC	12	24	30
Number of new special events established	2	0	0

# Recreation

## Division Summary – Community Programs

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Community Programs	65,978	74,350	69,457	72,660
<b>Division Total</b>	<b>65,978</b>	<b>74,350</b>	<b>69,457</b>	<b>72,660</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	31,260	28,132	28,240	28,132
Fringe Benefits	8,832	10,018	9,717	11,328
Overtime	-	500	400	500
<b>Personnel Subtotal</b>	<b>40,092</b>	<b>38,650</b>	<b>38,357</b>	<b>39,960</b>
Supplies	1,255	6,700	3,500	4,500
Services and Charges	4,621	6,500	6,500	6,500
Miscellaneous	20,010	22,500	21,100	21,700
<b>Division Total</b>	<b>65,978</b>	<b>74,350</b>	<b>69,457</b>	<b>72,660</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.95	0.45	0.45	0.45
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>0.95</b>	<b>0.45</b>	<b>0.45</b>	<b>0.45</b>

Position Title	Adopted FY11	Proposed FY12
Recreation Coordinator I	0.00	0.00
Recreation Manager	0.20	0.20
Recreation Supervisor II	0.25	0.25
<b>Division Total FTEs</b>	<b>0.45</b>	<b>0.45</b>

# Recreation

## Division – Community Programs

### Division Purpose:

Encompasses a variety of sports activities/programs, trips and special events held throughout the year.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$4,893 less than budget.
- The variance is primarily attributable to program equipment and sports.

### FY12 Budget Highlights:

- Division expenditures are \$1,690 lower — a decrease of 2.2 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to program equipment.
- Division FTEs remain unchanged.
- Approximately 55 percent of division expenditures are personnel related.
- Charges categorized as miscellaneous account for about 30 percent of division expenditures. This classification includes certain programmatic costs such as transportation and entry fees. Expenditures for department-sponsored special events such as the Halloween Parade and the Egg Hunt, sports programs, and Fun Days are also accounted for in this category.

### Management Objectives:

- Continue partnership with the Recreation Committee to provide recreational opportunities for the residents of Takoma Park, such as the summer whiffle ball league and winter basketball league.
- Enhance community involvement by offering special outdoor events such as touch-a-truck, International Day of Play, movies on the lawn, and holiday events.
- Host quarterly special event in the recently renovated Community Center Auditorium.
- Develop a grass roots marketing campaign to increase participation in the summer YES Basketball League.
- Expand the flag football program and explore the feasibility of forming a spring after school league.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Flag Football Participants	14	70	96
Y.E.S. Participants	40	70	90
T-Ball Participants	96	120	132
Winter Basketball Participants	534	594	600
Tennis Lesson Participants	10	36	40

# Recreation

## Division Summary – Athletic Fields & Facilities

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Athletic Fields and Facilities	61,951	69,556	59,277	62,349
<b>Division Total</b>	<b>61,951</b>	<b>69,556</b>	<b>59,277</b>	<b>62,349</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	12,756	13,374	13,422	13,374
Fringe Benefits	3,209	4,182	3,855	4,975
Overtime	-	-	-	-
<b>Personnel Subtotal</b>	<b>15,965</b>	<b>17,556</b>	<b>17,277</b>	<b>18,349</b>
Supplies	-	-	-	-
Services and Charges	45,986	52,000	42,000	44,000
Miscellaneous	-	-	-	-
<b>Division Total</b>	<b>61,951</b>	<b>69,556</b>	<b>59,277</b>	<b>62,349</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.20	0.20	0.20	0.20
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>

Position Title	Adopted FY11	Proposed FY12
Recreation Manager	0.20	0.20
<b>Division Total FTEs</b>	<b>0.20</b>	<b>0.20</b>

# Recreation

## Division – Athletic Fields and Facilities

### Division Purpose:

Oversees maintenance of athletic fields and facilities, including Lee Jordan Field and Ed Wilhelm Field. The fields are maintained and permitted by the City in accordance with the agreement between the City and Montgomery County Public Schools (Lee Jordan) and Maryland-National Park and Planning Commission (Ed Wilhelm). Payment for the department's rental and use of school facilities are accounted for in this division.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$10,279 less than budget.
- The variance is attributable to lower field maintenance and school rental fees.

### FY12 Budget Highlights:

- Division expenditures are \$7,207 lower — a decrease of 10.4 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to decreased contractual costs.
- Approximately 29 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 71 percent of division expenditures. This category includes the contractual cost for maintaining Lee Jordan Field and Ed Wilhelm Field (\$25,000).
- Services and charges also include the monies paid to the Interagency Coordinating Board for the rental of school facilities for City-provided recreational programs (\$19,000).

### Management Objectives:

- Maintain financial partnerships to defray costs of field maintenance.
- Coordinate with sports leagues and schools to assist in relocation caused by renovation of Takoma-Piney Branch Park and the associated park closure.
- Continue successful maintenance program for Lee Jordan field. Suspend operations on Ed Wilhelm due to construction and oversee restoration of the field.
- Maintain service of port-o-johns at Lee Jordan Field, Spring Park, and Belle Ziegler Park.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of seeding applications	4	2	2

# Recreation

## Division Summary – Camps

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Camps	61,278	85,166	85,123	82,521
<b>Division Total</b>	<b>61,278</b>	<b>85,166</b>	<b>85,123</b>	<b>82,521</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	29,266	44,080	46,830	44,080
Fringe Benefits	10,315	13,786	13,543	15,241
Overtime	159	500	300	500
<b>Personnel Subtotal</b>	<b>39,740</b>	<b>58,366</b>	<b>60,673</b>	<b>59,821</b>
Supplies	1,908	2,000	1,550	1,800
Services and Charges	13,372	16,200	18,100	15,300
Miscellaneous	6,258	8,600	4,800	5,600
<b>Division Total</b>	<b>61,278</b>	<b>85,166</b>	<b>85,123</b>	<b>82,521</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.47	0.47	0.47	0.47
FTEs without benefits	1.67	1.60	1.60	1.60
<b>Division Total</b>	<b>2.14</b>	<b>2.07</b>	<b>2.07</b>	<b>2.07</b>

Position Title	Adopted FY11	Proposed FY12
Assistant Recreation Director	0.05	0.05
Recreation Supervisor II	0.20	0.20
Recreation Supervisor I	0.15	0.15
Seasonal Staff	1.67	1.67
<b>Division Total FTEs</b>	<b>2.07</b>	<b>2.07</b>

# Recreation

## Division – Camps

### Division Purpose:

Develops programming for summer and Spring Break camps and oversees their operation. There are three summer camps: Extreme Horizons Camp is oriented towards the difficult to reach age group in grades 6 through 8. Recess Camp is located at the Takoma Park Recreation Center and Camp Takoma at the Community Center.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be equal to the budget.

### FY12 Budget Highlights:

- Division expenditures are \$2,645 lower — a decrease of 3.1 percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to a reduction in the trips budget.
- Approximately 72 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about 19 percent of division expenditures. This category includes contractual costs for special programs and transportation.
- Expenditures categorized as miscellaneous account for approximately seven percent of division expenditures. This category includes certain programmatic costs such as staff training and entry fees.

### Management Objectives:

- Re-design teen summer program offerings to appeal to this hard to reach age group, to include developmental activities, trips, fitness, and service learning hours.
- Use free online survey system to evaluate customer satisfaction.
- Increase customer satisfaction rating of the City's summer and Spring Break camps.
- Increase career staff involvement with specialty camps to include daily hands-on participation and planning.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of participants in Counselor-in-Training Program	NA	4	6
Percentage of favorable ratings for Spring Break Camp	75	80	95
Percentage of evaluations returned for Spring Break Camp	35	40	50
Percentage of favorable ratings for Summer Camp	90	90	95
Percentage of evaluations returned for Summer Camp	35	35	50
Implement summer specialty camps	12	5	7

# Recreation

## Division Summary – Before & After School Programs

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Before and After School Programs	111,496	123,311	119,523	130,849
<b>Division Total</b>	<b>111,496</b>	<b>123,311</b>	<b>119,523</b>	<b>130,849</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	77,614	80,682	81,330	83,371
Fringe Benefits	24,506	30,029	26,293	36,178
Overtime	-	300	300	300
<b>Personnel Subtotal</b>	<b>102,120</b>	<b>111,011</b>	<b>107,923</b>	<b>119,849</b>
Supplies	4,174	5,300	4,100	4,200
Services and Charges	4,427	6,400	6,900	6,200
Miscellaneous	775	600	600	600
<b>Division Total</b>	<b>111,496</b>	<b>123,311</b>	<b>119,523</b>	<b>130,849</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.85	0.92	0.92	0.92
FTEs without benefits	1.21	1.21	1.21	1.21
<b>Division Total</b>	<b>2.06</b>	<b>2.13</b>	<b>2.13</b>	<b>2.13</b>

Position Title	Adopted FY11	Proposed FY12
Assistant Recreation Director	0.05	0.05
Recreation Supervisor II	0.15	0.15
Recreation Supervisor I	0.72	0.72
Seasonal Staff	1.21	1.21
<b>Division Total FTEs</b>	<b>2.13</b>	<b>2.13</b>

# Recreation

## Division – Before & After School Programs

### Division Purpose:

Develop leisure interests for those in grades K-5. The before and after-school program is conducted at the Takoma Park Community Center every day that school is in session throughout the school year.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$3,788 less than budget.
- The variance is attributable to fringe benefits.

### FY12 Budget Highlights:

- Division expenditures are \$7,538 higher — an increase of 6.1 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 92 percent of division expenditures are personnel related.

### Management Objectives:

- Utilize staff to implement specialty clubs, events and programs.
- Increase customer satisfaction with the before- and after-school care programs by receiving 90 percent or better favorable ratings.
- Develop a parent orientation that emphasizes program policies, procedures, staff introductions and program overview.

- Explore feasibility of a partnership with the Art and Humanities Council for expanded programming.
- Obtain staff certifications by attending six hours of training that specializes in childcare and after school programming.
- Utilize free online survey system to evaluate participant satisfaction.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Percentage of staff receiving six hours of training	100	75	100
Percentage of evaluations returned	33	35	50
Staff-led clubs and activities	5	7	8
Percentage of favorable ratings for Before/After Care	80	80	90
Contractor-led clubs/activities	3	3	3

# Recreation

## Division Summary – Takoma Park Community Center

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Community Center	389,307	474,812	441,652	472,260
<b>Division Total</b>	<b>389,307</b>	<b>474,812</b>	<b>441,652</b>	<b>472,260</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	265,627	301,182	291,567	302,205
Fringe Benefits	61,535	86,330	74,985	95,655
Overtime	1,359	1,500	1,500	1,500
<b>Personnel Subtotal</b>	<b>328,521</b>	<b>389,012</b>	<b>368,052</b>	<b>399,360</b>
Supplies	5,519	8,000	6,800	6,500
Services and Charges	37,914	55,800	45,800	45,400
Miscellaneous	17,353	22,000	21,000	21,000
<b>Division Total</b>	<b>389,307</b>	<b>474,812</b>	<b>441,652</b>	<b>472,260</b>

Staffing Summary by Position Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	4.00	4.00	4.00	4.00
FTEs without benefits	3.30	2.94	2.94	2.94
<b>Division Total</b>	<b>7.30</b>	<b>6.94</b>	<b>6.94</b>	<b>6.94</b>

Position Title	Adopted FY11	Proposed FY12
Recreation Director	0.20	0.20
Assistant Recreation Director	0.10	0.10
Recreation Manager	0.60	0.60
Recreation Supervisor II	1.10	1.10
Recreation Coordinator I	1.00	1.00
Recreation Coordinator II	1.00	1.00
Part-time Staff	2.94	2.94
<b>Division Total FTEs</b>	<b>6.94</b>	<b>6.94</b>

# Recreation

## Division – Takoma Park Community Center

### Division Purpose:

Oversees staffing, operations, and programming of the Takoma Park Community Center. Includes programming for senior citizens and teens, youth activities held in the Game Room and Teen Room, and reception desk operations. Costs related to class offerings, previously accounted for in Administration, are reflected in this division as contractors.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$33,160 less than budget.
- The variance is attributable staff vacancy, fringe benefits and contractor fees.

### FY12 Budget Highlights:

- Division expenditures are \$2,552 lower — a decrease of less than one percent — compared to budgeted expenditures for FY11.
- The variance is primarily attributable to a reduction in contractors.
- Approximately 85 percent of division expenditures are personnel related.
- Division FTEs remain unchanged.
- Services and charges represent about ten percent of division expenditures. This category includes the cost of contractors who conduct programs at the Takoma Park Community Center (\$45,000).
- Charges categorized as miscellaneous account for about four percent of division expenditures. This classification includes programmatic costs for special events and senior and teen programs.

### Management Objectives:

- Continue to provide meaningful service learning opportunities for young people to obtain their required hours for graduation.
- Work with community groups to maximize use of the recently renovated Community Center Auditorium.
- Develop a variety of multi-media classes specializing in audio and video program opportunities for teens and adults.
- Expand the use of social media to increase the participation of teens.
- Develop specialized programs targeting active adults that would encourage participation of baby boomers.
- Approve the functionality and quality of community center space in collaboration with the public works department.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of service learning hours recorded	650	752	700
Number of toddler programs	30	53	40
Number of teen programs/trips	101	112	100
Percentage of favorable ratings for senior programs	90	95	95
Audio-visual programs in the multi-media lab	NA	4	7

# Housing and Community Development

## Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	127,318	138,933	133,173	134,116
Code Enforcement	403,176	428,239	434,262	448,512
Landlord-Tenant	136,184	123,908	122,967	123,277
COLTA	69,990	85,072	69,999	77,643
Community Development	439,528	380,112	365,245	392,207
Affordable Housing	90,843	109,524	108,361	102,895
<b>Department Total</b>	<b>1,267,039</b>	<b>1,265,788</b>	<b>1,234,007</b>	<b>1,278,650</b>

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	645,536	601,167	594,620	603,768
Fringe Benefits	197,234	216,781	221,157	255,257
Overtime	5,868	7,200	7,200	6,000
Contractual Labor	-	-	-	-
<b>Personnel Subtotal</b>	<b>848,638</b>	<b>825,148</b>	<b>822,977</b>	<b>865,025</b>
Supplies	13,971	22,750	21,750	21,500
Services and Charges	390,643	386,070	362,490	365,550
Miscellaneous	13,787	31,820	26,790	26,575
<b>Department Total</b>	<b>1,267,039</b>	<b>1,265,788</b>	<b>1,234,007</b>	<b>1,278,650</b>

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Inspection Fees	291,793	280,000	290,700	295,000
Municipal Infraction Fees	8,565	7,000	10,000	10,000
<b>Subtotal</b>	<b>300,358</b>	<b>287,000</b>	<b>300,700</b>	<b>305,000</b>
General Fund	966,681	978,788	933,307	973,650
<b>Department Total</b>	<b>1,267,039</b>	<b>1,265,788</b>	<b>1,234,007</b>	<b>1,278,650</b>

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	0.90	0.90	0.90	0.90
Code Enforcement	3.00	3.00	3.00	3.00
Landlord-Tenant	1.60	1.28	1.28	1.28
COLTA	0.80	0.62	0.62	0.62
Community Development	3.35	2.98	2.98	2.98
Affordable Housing	0.60	0.60	0.60	0.60
<b>Department Total FTEs</b>	<b>10.25</b>	<b>9.38</b>	<b>9.38</b>	<b>9.38</b>

# Housing and Community Development

## Department Summary

### Department Overview:

The Housing and Community Development Department is responsible for programming in the areas of housing, economic development, code enforcement, neighborhood revitalization and arts and humanities. Administrative and technical support is provided to the City Council, neighborhood organizations, business associations, and advisory boards and commissions.

These functions are accounted for in six divisions. They are Administration, Code Enforcement, Landlord-Tenant Office, Commission on Landlord and Tenant Affairs, Community Development, and Affordable Housing.

### Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$31,781 less than budget.
- The variance is primarily attributable to lower than anticipated staffing costs and demand for contracted services.

### FY12 Budget Highlights:

- Departmental expenditures are \$12,862 higher — an increase of one percent — compared to budgeted expenditures for FY11. The variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Departmental FTEs remain unchanged.
- Approximately 68 percent of departmental expenditures are personnel related.
- Personnel costs increase by \$39,877 compared to budgeted expenditures for FY11.

- Services and charges account for about 29 percent of departmental expenditures. Expenditures accounted for in this category include contractual costs for rental housing inspection services provided by Montgomery County (\$191,400), review of requested rent increases (\$12,500), and tenant organizing (\$20,000). The operating subsidy for the Old Takoma Main Street (\$30,000) is included in this category.
- Miscellaneous expenditures represent approximately two percent of departmental expenditures.



# Housing and Community Development

## Division Summary – Administration

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Administration	127,318	138,933	133,173	134,116
<b>Division Total</b>	<b>127,318</b>	<b>138,933</b>	<b>133,173</b>	<b>134,116</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.90	0.90	0.90	0.90
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	62,184	62,266	62,684	62,267
Fringe Benefits	23,929	26,687	26,489	30,949
Overtime	-	-	-	-
<b>Personnel Subtotal</b>	<b>86,113</b>	<b>88,953</b>	<b>89,173</b>	<b>93,216</b>
Supplies	5,564	7,250	6,250	6,000
Services and Charges	35,641	41,730	37,000	31,900
Miscellaneous	-	1,000	750	3,000
<b>Division Total</b>	<b>127,318</b>	<b>138,933</b>	<b>133,173</b>	<b>134,116</b>

Position Title	Adopted FY11	Proposed FY12
Director of Housing & Comm. Development	0.40	0.40
Administrative Assistant II	0.50	0.50
<b>Division Total FTEs</b>	<b>0.90</b>	<b>0.90</b>

# Housing and Community Development

## Division – Administration

### Division Purpose:

Responsible for the oversight of departmental functions. Establishes departmental goals. Prepares and monitors departmental budget.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$5,760 less than budget.
- The variance is attributable to lower than anticipated copying and mailing expenses.

### FY12 Budget Highlights:

- Division expenditures are \$4,817 lower — a decrease of 3.5 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is primarily attributable to reduced copying costs.
- Division FTEs remain unchanged.
- Approximately 70 percent of division expenditures are personnel related.
- Services and charges represent about 24 percent of division expenditures. This category includes copier lease costs, telephone charges, and postage costs.

### Management Objectives:

- Prioritize and direct departmental activities to further the goals and objectives of the Strategic Plan.

- Ensure programming and special projects have adequate staffing and budgetary resources.
- Coordinate appropriate staffing of Council appointed statutory task forces, committees and advisory boards.
- Inform the community of programming offered by the Department.

### Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
Number of Departmental Staff Meetings	10	9	10
Divisional Budgets Monitored	5	5	5
Number of Special Revenue Fund Projects Managed	16	7	7
Number of Statutory Committees, Advisory Board, Commissions Supported	5	5	4

# Housing and Community Development

## Division Summary – Code Enforcement

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Code Enforcement	403,176	428,239	434,262	448,512
<b>Division Total</b>	<b>403,176</b>	<b>428,239</b>	<b>434,262</b>	<b>448,512</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	152,076	151,570	154,487	154,170
Fringe Benefits	51,394	58,854	62,460	73,232
Overtime	217	500	500	500
<b>Personnel Subtotal</b>	<b>203,687</b>	<b>210,924</b>	<b>217,447</b>	<b>227,902</b>
Supplies	395	500	500	500
Services and Charges	196,045	209,740	209,740	214,750
Miscellaneous	3,049	7,075	6,575	5,360
<b>Division Total</b>	<b>403,176</b>	<b>428,239</b>	<b>434,262</b>	<b>448,512</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	3.00	3.00	3.00	3.00
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Position Title	Adopted FY11	Proposed FY12
Code Enforcement Supervisor	1.00	1.00
Code Enforcement Inspector	1.00	1.00
Administrative Assistant II	1.00	1.00
<b>Division Total FTEs</b>	<b>3.00</b>	<b>3.00</b>

# Housing and Community Development

## Division – Code Enforcement

### Division Purpose:

Provide for the inspection of residential and commercial properties; implementation of the target area inspection program; licensing of rental housing facilities; and administration of the Landlord Certification Program.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$6,023 higher than budget.
- The variance is attributable to increase in fringe benefit expenses including employee health insurance and the City's required pension contribution.

### FY12 Budget Highlights:

- Division expenditures are \$20,273 higher — an increase of 4.7 percent — compared to budgeted expenditures for FY11.
- The budgetary increase is primarily attributable to code enforcement contracts and fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 51 percent of division expenditures are personnel related.
- Services and charges represent 48 percent of division expenditures. This category includes the cost of the City's contract with Montgomery County for the inspection of rental properties (\$191,400). Funding in the amount of \$13,500 is included for the continuation of the "clean and lien" program which provides for the implementation of court ordered abatement actions. Additional funding has been budgeted in support of the online rental licensing system and enhancements to Government Q&A service request software (\$7,800).

### Management Objectives:

- Ensure timely and appropriate inspection and licensing of rental housing properties.
- Provide effective, timely, and proactive enforcement of the Property Maintenance Code and abatement of identified code violations.
- Continue ongoing outreach and educational efforts to inform the community of its responsibilities for appropriately maintaining their property.

### Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
<b>Rental Housing Licensing Program</b>			
Public Contacts	3,265	3,140	4,500
Rental Licenses - Issued	341	431	390
Rental Licenses - Discontinued	32	43	35
Rental Units Inspected	3,357	2,936	3,100
Landlord Certification Seminars	12	12	12
Landlord Certification Exams Given	22	29	25
Landlord Certificates Issued	130	132	150
Notices of Violation Issued	102	228	165
Municipal Citations Issued	30	10	20
<b>Property Maintenance Code Enforcement</b>			
Public Contacts	2,263	2,763	2,700
Courtesy Notices Issued	390	290	340
Nuisance Complaints Received	168	231	200
Complaint Cases Opened	356	364	360
Complaint Cases Closed	465	364	360
Notices of Violation Issued	347	238	295
Municipal Citations Issued	87	106	95
Handbills and Flyers Removed	397	737	625

# Housing and Community Development

## Division Summary – Landlord-Tenant

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Landlord-Tenant	136,184	123,908	122,967	123,277
<b>Division Total</b>	<b>136,184</b>	<b>123,908</b>	<b>122,967</b>	<b>123,277</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	98,960	82,063	82,479	82,063
Fringe Benefits	32,969	35,950	36,593	37,124
Overtime	1,360	1,500	1,500	1,000
<b>Personnel Subtotal</b>	<b>133,289</b>	<b>119,513</b>	<b>120,572</b>	<b>120,187</b>
Supplies	-	-	-	-
Services and Charges	1,915	2,050	50	2,000
Miscellaneous	980	2,345	2,345	1,090
<b>Division Total</b>	<b>136,184</b>	<b>123,908</b>	<b>122,967</b>	<b>123,277</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	1.60	1.28	1.28	1.28
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>1.60</b>	<b>1.28</b>	<b>1.28</b>	<b>1.28</b>

Position Title	Adopted FY11	Proposed FY12
Affordable Housing Manager	0.25	0.25
Landlord/Tenant Mediation Specialist	0.33	0.33
Housing Specialist	0.70	0.70
<b>Division Total FTEs</b>	<b>1.28</b>	<b>1.28</b>

# Housing and Community Development

## Division – Landlord-Tenant Office

### Division Purpose:

Investigates and resolves disputes between landlords and tenants; coordinate processing of complaints filed with the Commission on Landlord-Tenant Affairs; administer the City's rent stabilization program; and undertake a variety of educational and outreach programs targeted to local landlords and tenants.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$941 less than budget.

### FY12 Budget Highlights:

- Division expenditures are \$631 lower — a decrease of 0.5 percent — compared to budgeted expenditures for FY11.
- Division FTEs remain unchanged.
- Approximately 97 percent of division expenditures are personnel related.

### Management Objectives:

- Mediate landlord and tenant disputes in an unbiased and professional manner.
- Continue ongoing landlord and tenant outreach efforts and educational programming.

### Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
Landlord Tenant Contacts	2,539	2,642	2,500
Landlord Certification Seminars	12	12	12
Takoma Park Newsletter Articles	11	11	12
Tenant Rights Workshops	2	4	3
Credit Checks Conducted	35	62	65
Emergency Assistance Recipients	3	47	50
Municipal Citations Issued	84	9	15

# Housing and Community Development

## Division Summary – Commission on Landlord and Tenant Affairs

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
COLTA	69,990	85,072	69,999	77,643
<b>Division Total</b>	<b>69,990</b>	<b>85,072</b>	<b>69,999</b>	<b>77,643</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	50,459	40,789	41,532	40,789
Fringe Benefits	16,171	14,183	17,217	18,104
Overtime	-	-	-	1,000
<b>Personnel Subtotal</b>	<b>66,630</b>	<b>54,972</b>	<b>58,749</b>	<b>59,893</b>
Supplies	-	-	-	-
Services and Charges	3,325	26,250	10,000	17,000
Miscellaneous	35	3,850	1,250	750
<b>Division Total</b>	<b>69,990</b>	<b>85,072</b>	<b>69,999</b>	<b>77,643</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.80	0.62	0.62	0.62
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>0.80</b>	<b>0.62</b>	<b>0.62</b>	<b>0.62</b>

Position Title	Adopted FY11	Proposed FY12
Affordable Housing Manager	0.15	0.15
Landlord/Tenant Mediation Specialist	0.17	0.17
Housing Specialist	0.30	0.30
<b>Division Total FTEs</b>	<b>0.62</b>	<b>0.62</b>

# Housing and Community Development

## Division – Commission on Landlord and Tenant Affairs

### Division Purpose:

Conduct hearing related to complaints between tenants and landlords and provide general oversight of the City's rent stabilization programming, reviewing petitions to increase rents above the annual rent increase allowance, applications for exemptions from rent stabilization, and annual rent report submissions.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$15,073 less than budget.
- The variance is attributable to lower than anticipated submission of fair return rent increase petitions.

### FY12 Budget Highlights:

- Division expenditures are \$7,429 lower — a decrease of 8.7 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is primarily attributable to a reduction in anticipated costs associated with the review of fair return petitions by rents analyst.
- Division FTEs remain unchanged.
- Approximately 77 percent of division expenditures are personnel related.
- Services and charges represent 22 percent of division expenditures. This category includes the cost of the City's contract for services for the review of fair return rent increase petitions (\$12,500) and the maintenance fee for the online rents reporting system (\$4,500).

### Management Objectives:

- Coordinate and conduct COLTA hearings in accordance with established regulations.
- Conduct workshops on the Fair Return Rent Increase petition process.
- Process rent reports, applications for exemptions from rent stabilization and rent increase petitions in a timely and accurate manner.

### Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
COLTA - Business Meetings	1	1	1
COLTA - Cases Filed	22	24	15
COLTA - Cases Mediated	4	9	7
COLTA - Hearings Conducted	14	15	8
Fair Return Petitions - Workshops	3	4	3
Fair Return Petitions - Filed	3	1	5
Fair Return Petitions - Hearings	0	0	1
Rent Stabilization Exemptions Processed	14	18	25
Rent Reports Monitored	273	251	260
Municipal Citations Issued	11	9	15
Takoma Park Newsletter Articles	12	12	12

# Housing and Community Development

## Division Summary – Community Development

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Community Development	439,528	380,112	365,245	392,207
<b>Division Total</b>	<b>439,528</b>	<b>380,112</b>	<b>365,245</b>	<b>392,207</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	231,443	214,297	203,064	214,297
Fringe Benefits	59,732	66,515	64,161	78,335
Overtime	4,291	5,200	5,200	3,500
Contractual Labor	-	-	-	-
<b>Personnel Subtotal</b>	<b>295,466</b>	<b>286,012</b>	<b>272,425</b>	<b>296,132</b>
Supplies	8,011	15,000	15,000	15,000
Services and Charges	128,934	66,000	65,400	69,600
Miscellaneous	7,117	13,100	12,420	11,475
<b>Division Total</b>	<b>439,528</b>	<b>380,112</b>	<b>365,245</b>	<b>392,207</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	2.60	2.60	2.60	2.60
FTEs without benefits	0.75	0.38	0.38	0.38
<b>Division Total</b>	<b>3.35</b>	<b>2.98</b>	<b>2.98</b>	<b>2.98</b>

Position Title	Adopted FY11	Proposed FY12
Director of Housing & Community Development	0.60	0.60
Community Development Coordinator	1.00	1.00
Planner	1.00	1.00
Community Development Specialist	0.38	0.38
<b>Division Total FTEs</b>	<b>2.98</b>	<b>2.98</b>

# Housing and Community Development

## Division – Community Development

### Division Purpose:

Provide technical assistance to local businesses and business associations; coordinate the development review process; monitor and review significant redevelopment projects and cross-jurisdictional planning initiatives; develop and coordinate City-initiated neighborhood revitalization projects; and develop and administer various grant programs, neighborhood initiatives, and cultural programming. Provides staff support to numerous Council-appointed boards and commissions.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$14,867 less than budget.
- The variance is attributable to lower than anticipated staffing costs.

### FY12 Budget Highlights:

- Division expenditures are \$12,095 higher — an increase of three percent — compared to budgeted expenditures for FY11.
- The budgetary variance is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution, and the inclusion of the gateway sign program.
- Division FTEs remain unchanged.
- Approximately 76 percent of division expenditures are personnel related.
- Services and charges represent 18 percent of division expenditures. Included in this category is the City's operating subsidy to the Old Takoma Business Association (\$30,000), the continuation of various New Hampshire Avenue corridor initiatives (\$15,500) and the gateway sign program (\$10,000).

### Management Objectives:

- Provide technical assistance on matters related to economic development, site and building improvements, neighborhood improvements and community development projects.
- Partner with local business associations to preserve and create attractive and viable commercial areas.
- Continue to promote the redevelopment and revitalization of the New Hampshire Avenue corridor.
- Coordinate with area jurisdictions on transportation, economic development and neighborhood revitalization projects.
- Coordinate cultural programming under the auspices of the Arts and Humanities Commission.

### Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
NHA Corridor - Businesses Meetings	4	3	4
NHA Corridor - Tours	3	1	2
NHA Corridor - Marketing Events	3	1	1
NHA Corridor - Marketing Projects	12	1	2
NHA Corridor - Façade Improvements	10	0	0
NHA Corridor - Ave. Daily Web Visitors	71	156	250
Neighborhood Commercial Area Projects	1	0	0
Capital Projects (valued in excess of \$15,000)			
- Projects Designed and/or Contracted	7	4	5
- Projects Initiated	7	2	5
- Projects Completed	2	4	5
Development Review	3	2	3
Permit Letters Issued	185	178	190
Staffed Community Meetings or Events	12	11	14
Takoma Park Newsletter Articles	18	15	13
Safe Routes to School Events	15	15	23
We are Takoma Cultural Programs	24	47	50

# Housing and Community Development

## Division Summary – Affordable Housing

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Affordable Housing	90,843	109,524	108,361	102,895
<b>Division Total</b>	<b>90,843</b>	<b>109,524</b>	<b>108,361</b>	<b>102,895</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	50,414	50,182	50,374	50,182
Fringe Benefits	13,040	14,592	14,237	17,513
Overtime	-	-	-	-
Contractual Labor	-	-	-	-
<b>Personnel Subtotal</b>	<b>63,454</b>	<b>64,774</b>	<b>64,611</b>	<b>67,695</b>
Supplies	-	-	-	-
Services and Charges	24,783	40,300	40,300	30,300
Miscellaneous	2,606	4,450	3,450	4,900
<b>Division Total</b>	<b>90,843</b>	<b>109,524</b>	<b>108,361</b>	<b>102,895</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.60	0.60	0.60	0.60
FTEs without benefits	-	-	-	-
<b>Division Total</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>

Position Title	Adopted FY11	Proposed FY12
Affordable Housing Manager	0.60	0.60
<b>Division Total FTEs</b>	<b>0.60</b>	<b>0.60</b>

# Housing and Community Development

## Division – Affordable Housing

### Division Purpose:

Increase awareness of affordable homeownership and rental housing programming available to the community. Provide technical and organizational assistance to tenant associations and condominium boards.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$1,163 less than budget.
- The variance is attributable to lower than anticipated training costs.

### FY12 Budget Highlights:

- Division expenditures are \$6,629 lower — a decrease of 6.0 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is primarily attributable to a reduction in costs associated with the Capacity Building Initiative.
- Division FTEs remain unchanged.
- Approximately 66 percent of division expenditures are personnel related.
- Services and charges represent about 29 percent of division expenditures. This category includes the cost of the City's contract for services incurred through the Capacity Building Initiative (\$20,000) and various educational programming (\$7,500).

### Management Objectives:

- Implement programming goals identified in the City of Takoma Park's Affordable Housing Policy and Action Plan.
- Partner with nonprofit organizations and other public entities to advocate for the development and preservation of affordable rental and homeownership opportunities throughout the community.
- Continue ongoing education programming that promotes homeownership, further financial literacy and aids residents facing foreclosure.

### Performance/Workload Measures:

Measurement	Calendar Year		
	2009	2010	2011
Educational Seminars	5	10	13
Housing Fairs	1	1	2
Tenant Capacity Building Initiative Projects	9	9	12
Payment in Lieu of Taxes (PILOT) Agreements Executed	2	2	4
Tenant Opportunity to Purchase Properties Monitored	11	10	10
Takoma Park Newsletter Articles	11	11	11

# Communications

## Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Communications	379,610	345,123	306,856	323,425
<b>Department Total</b>	<b>379,610</b>	<b>345,123</b>	<b>306,856</b>	<b>323,425</b>

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	196,442	163,917	137,678	115,402
Fringe Benefits	54,298	43,606	40,078	42,768
Overtime	323	1,500	500	500
Employee Recognition	-	-	-	105

<b>Personnel Subtotal</b>	<b>251,063</b>	<b>209,023</b>	<b>178,256</b>	<b>158,775</b>
Supplies	3,116	2,000	1,900	3,000
Services and Charges	117,409	126,600	121,900	155,600
Miscellaneous	8,022	7,500	4,800	6,050
<b>Department Total</b>	<b>379,610</b>	<b>345,123</b>	<b>306,856</b>	<b>323,425</b>

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Cable Franchise Fees	146,320	196,000	192,000	194,544
Cable Operating Grant	51,726	70,000	70,000	75,873
<b>Subtotal</b>	<b>198,046</b>	<b>266,000</b>	<b>262,000</b>	<b>270,417</b>
General Fund	181,564	79,123	44,856	53,008
<b>Department Total</b>	<b>379,610</b>	<b>345,123</b>	<b>306,856</b>	<b>323,425</b>

Staffing Summary Department (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Communications	3.00	2.00	2.00	2.00
<b>Department Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Staffing Summary By Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	3.00	2.00	2.00	2.00
FTEs without benefits	-	-	-	-
<b>Department Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Position Title	Adopted FY11	Proposed FY12
TV Production Manager	1.00	1.00
Media Assistant	1.00	1.00
<b>Department Total FTEs</b>	<b>2.00</b>	<b>2.00</b>

# Communications

## Department Summary

### Department Overview:

The Communications Office's mission is to use media and technology to communicate effectively with residents regarding City services and programs. The Communications Office operates Takoma Park City TV (the government access cable channel), maintains the City's website and social media outlets, publishes the City's monthly newsletter, and works to promote the City through positive relations with local media.

The City of Takoma Park is a co-franchisor with Montgomery County for provision of cable television services. As such, the City receives franchise fees and restricted funds for cable equipment. The County administers all cable franchise agreements for the City by contract. Cable television services are available to City residents from Comcast, RCN and Verizon.

City TV broadcasts City Council meetings live on cable television and via the City's website. City TV staff provide technical audio and lighting services for events in the Auditorium. Video from those and other community events are shown on the City's cable channel. Meetings and other recorded events may be viewed at any time through the video archive on the City's website. Staff also produces original magazine and talk shows that highlight community activities, issues and organizations.

The City's Media Specialist oversees the website, social media, and public relations activities. The Takoma Park Newsletter is published monthly and is mailed to all households in the City. The Newsletter is managed by contract with an outside editor.

### Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$38,267 less than budget.
- The variance is partially attributable to a staffing vacancy.

### FY12 Budget Highlights:

- Departmental expenditures are proposed to be \$21,698 lower — a decrease of 6.3 percent — compared to budgeted expenditures for FY11.
- Departmental FTEs remain unchanged.

- Approximately 49 percent of departmental expenditures are personnel related.
- Personnel costs are down by \$50,248 compared to budgeted expenditures for FY11. Most City TV staff will work under contract in FY12.
- Services and charges account for about 48 percent of departmental expenditures. Expenditures accounted for in this category include all costs associated with the City's monthly newsletter (\$65,000) and contractual costs for most City TV staff (\$83,000).

### Management Objectives:

- Continue to refine the website and social media applications as tools for timely and effective interaction with the community and residents.
- Continue to recruit and train young people and others to ensure adequate staffing of Auditorium and City TV responsibilities.
- Monitor and respond to possible changes in the regulation of cable television on the local and federal levels.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
City TV Hours: Original programming Council meetings Auditorium events (not broadcast on TV) TOTAL	90 hrs 117 hrs 8	120 hrs 135 hrs 30	130 hrs 125 hrs 35
Average website visits per month	n/a	29,416	35,000
Average number of website pages viewed per month	n/a	131,163 (4.5 pages per visit)	113,750 (3.25 pages per visit)
Social media account followers (FB, Twitter)	n/a	800	1,000
Average weekly active users of City's Facebook pages	n/a	675	750

# Library

## Department Summary

Dept. Expenditures by Division	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Library	898,304	917,780	909,120	952,645
Computer Learning Center	87,218	74,779	71,276	73,129
<b>Department Total</b>	<b>985,522</b>	<b>992,559</b>	<b>980,396</b>	<b>1,025,774</b>

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	615,150	587,272	592,441	588,497
Fringe Benefits	184,917	218,460	207,264	256,798
Overtime	772	-	286	500
Employee Recognition	-	-	-	300
<b>Personnel Subtotal</b>	<b>800,839</b>	<b>805,732</b>	<b>799,991</b>	<b>846,095</b>
Supplies	139,645	131,324	119,952	120,981
Services and Charges	38,104	44,313	50,013	48,013
Miscellaneous	6,934	11,190	10,440	10,685
<b>Department Total</b>	<b>985,522</b>	<b>992,559</b>	<b>980,396</b>	<b>1,025,774</b>

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Library Aid from County	120,155	100,950	100,950	95,900
Library Fines and Fees	29,579	22,000	30,000	49,000
<b>Subtotal</b>	<b>149,734</b>	<b>122,950</b>	<b>130,950</b>	<b>144,900</b>
General Fund	835,788	869,609	849,446	880,874
<b>Department Total</b>	<b>985,522</b>	<b>992,559</b>	<b>980,396</b>	<b>1,025,774</b>

Staffing Summary by Division (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Library	8.25	7.88	7.88	7.88
Computer Learning Center	1.25	0.90	0.90	0.90
<b>Department Total FTEs</b>	<b>9.50</b>	<b>8.78</b>	<b>8.78</b>	<b>8.78</b>

# Library

## Department Summary

### Department Overview:

The Takoma Park Library's mission is to respond to the literary, educational, and informational needs of a diverse community. It does so by providing and promoting up-to-date resources, collections, and referrals that match community interests, promote literacy and learning, nurture a love of books and stories, and present a broad range of views within an inviting and safe environment. The Library also operates the City's Computer Learning Center.

These functions are accounted for in two divisions. They are Library and Computer Learning Center.

### Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$12,163 lower than budget.
- The variance is attributable to lower than anticipated costs for supplies.

### FY12 Budget Highlights:

- Departmental expenditures are \$33,215 higher — an increase of 3.3 percent — compared to budgeted expenditures for FY11.
- The increase is primarily attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Departmental FTEs remain unchanged.
- Approximately 83 percent of departmental expenditures are personnel related.

- Personnel costs are up by \$40,363 compared to budgeted expenditures for FY11.
- Approximately 12 percent of departmental expenditures are supplies. This category includes the cost of books, periodicals, reference materials, media, and computer and office supplies, including all materials needed for processing and circulation.
- Services and charges represent about five percent of departmental expenditures and include contracts and support for circulation and cataloging records and functions.



# Library

## Division Summary – Library

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Library	898,304	917,780	909,120	952,645
<b>Division Total</b>	<b>898,304</b>	<b>917,780</b>	<b>909,120</b>	<b>952,645</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	561,073	547,782	553,666	549,007
Fringe Benefits	174,578	204,771	197,691	241,059
Overtime	772	-	286	500
Employee Recognition	-	-	-	300
<b>Personnel Subtotal</b>	<b>736,423</b>	<b>752,553</b>	<b>751,643</b>	<b>790,866</b>
Supplies	127,694	113,724	110,724	115,281
Services and Charges	27,665	41,313	36,813	36,813
Miscellaneous	6,522	10,190	9,940	9,685
<b>Division Total</b>	<b>898,304</b>	<b>917,780</b>	<b>909,120</b>	<b>952,645</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	7.50	7.50	7.50	7.50
FTEs without benefits	0.75	0.75	0.38	0.38
<b>Division Total</b>	<b>8.25</b>	<b>7.88</b>	<b>7.88</b>	<b>7.88</b>

Position Title	Adopted FY11	Proposed FY12
Library Director	1.00	1.00
Library Manager	3.00	3.00
Library Assistant	3.50	3.50
Library Shelver	0.38	0.38
<b>Division Total FTEs</b>	<b>7.88</b>	<b>7.88</b>

# Library

## Division – Library

### Division Purpose:

Provides circulation and reference services. Resources include Internet access, on-line reference tools, research databases, books, magazines, and audio books and music on CD. Sponsors more than 300 programs each year for children of all ages and adults, including programs in Spanish and French.

### Adopted to Estimated Actual FY11:

- Division expenditures are expected to be \$8,660 less than budget.
- The variance is primarily attributable to lower than anticipated costs for services and charges, and supplies.

### FY12 Budget Highlights:

- Division expenditures are \$34,865 higher — an increase of 3.8 percent — compared to budgeted expenditures for FY11.
- Most of the budgetary increase is attributable to increases in fringe benefit costs, including employee health insurance and the City's required pension contribution.
- Division FTEs remain unchanged.
- Approximately 83 percent of division expenditures are personnel related.
- Other major division expenditures include supplies, consisting of all purchased books, periodicals, reference materials, media, computer-related items, and office materials, including all materials needed for processing and circulation. Together, these areas account for \$115,281, or about 12 percent, of division expenditures.

### Management Objectives:

- Serve non-native speakers of English by offering weekly programs in Spanish and twice monthly programs in French for babies, toddlers, pre-schoolers and their families.

- Assist adults in their acquisition of career-building, job search and job-related skills through instructional programs on resume writing.
- Continue both the Junior Banned Books Club for children grades 3 through 5, and the Banned Books Club for middle and high school students.
- Meet patron demand for graphic novels for elementary age children to reinforce their reading skills.
- Explore and pursue the best ways to offer online access to audio and e-books to Library patrons of all ages, and to instruct people in their use.
- Experiment with a mobile interface for basic Library information.
- Strive to maintain current levels of Library borrowing and in-house use of materials, despite a decrease in purchasing power.
- Offer a new family book club, built on discussion and comparison of prospective Caldecott (picture book) award winners.
- Explore the provision of workshops on basic English language skills, for adults learning English as a second language.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Circulation of materials	105,344	116,050	115,000
Circulation per capita	6.08	6.71	6.58
In-library use of materials	62,272	59,372	58,000
Use per capita	3.60	3.43	3.32
Program attendance	14,963	13,899	13,000

# Library

## Division Summary – Computer Learning Center

Division Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Computer Learning Center	87,218	74,779	71,276	73,129
<b>Division Total</b>	<b>87,218</b>	<b>74,779</b>	<b>71,276</b>	<b>73,129</b>

Division Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	54,077	39,490	38,775	39,490
Fringe Benefits	10,339	13,689	9,573	15,739
Temporary Assistance	-	-	-	-
<b>Personnel Subtotal</b>	<b>64,416</b>	<b>53,179</b>	<b>48,348</b>	<b>55,229</b>
Supplies	11,951	17,600	9,228	5,700
Services and Charges	10,439	3,000	13,200	11,200
Miscellaneous	412	1,000	500	1,000
<b>Division Total</b>	<b>87,218</b>	<b>74,779</b>	<b>71,276</b>	<b>73,129</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	0.50	0.15	0.15	0.15
<b>Division Total</b>	<b>1.25</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>

Position Title	Adopted FY11	Proposed FY12
Library Instructor	0.90	0.90
<b>Division Total FTEs</b>	<b>0.90</b>	<b>0.90</b>

# Library

## Division – Computer Learning Center

### Division Purpose:

Manages and operates two computer rooms, with 20 public access workstations which are available six days a week. Offers Internet, word processing, spreadsheets, and more to users of all ages. Maintains four workstations in the Senior Room; activities in this space are under the jurisdiction of the Recreation Department.

### Adopted to Estimated Actual FY11

- Division expenditures are expected to be \$3,503 less than budget.
- The variance is primarily attributable to lower than anticipated costs for personnel costs and supplies.

### FY12 Budget Highlights:

- Division expenditures are \$1,650 lower — a decrease of 2.2 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to a decreased need for some supplies.
- Division FTEs remain unchanged.
- Approximately 76 percent of division expenditures are personnel related.
- Other major division expenditures include computer-related supplies and service charges for the copier formerly in the Computer Learning Center.

### Management Objectives:

- Create a self-directed “Internet Driver’s License” program for children with specific tasks, quizzes, and certificates for those that complete the course.
- Explore options for offering photo-editing training in Computer Room A for adults and children, possibly in conjunction with the Recreation Department.

### Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of Internet sessions (log-ons)	31,618	18,588	18,000
Hours Used	22,602	16,036	16,000

(Note that in FY11, Computer Center operating hours were reduced from 50 to 36 hours per week.)

# Debt Service

This budgetary unit provides for the payment of principal and interest payments on the City's outstanding debt obligations. These obligations were incurred as a result of long or short-term borrowing or lease financing. Further information about the City's outstanding obligations is provided below.

## Notes and Bonds

On April 16, 2002, the City participated in a bond issuance with the Maryland Department of Housing and Community Development in the amount of \$2,048,700 to be used for the construction of a community center. The principal and interest payments (based on variable interest rates) are to be repaid in variable amounts increasing each year until bonds are paid.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 96,500	\$ 60,360	\$ 156,860
2013	99,300	56,500	155,800
2014	104,500	52,379	156,879
2015	109,700	47,938	157,638
2016	113,200	43,865	157,065
2017 – 2022	<u>808,600</u>	<u>139,276</u>	<u>947,876</u>
<b>Total</b>	<b><u>\$ 1,331,800</u></b>	<b><u>\$ 400,318</u></b>	<b><u>\$ 1,732,118</u></b>

In addition to the Fiscal Year 2012 principal and interest payments, the Fiscal Year 2012 budget includes \$1,240,500 for the anticipated payoff of the above bond in June 2012.

On July 15, 2004 the City issued bonds in the amount of \$2,005,000 to be used for street improvement construction projects. The principal is to be repaid with semi-annual payments of \$154,231 at a 3.34% interest rate.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 154,229	\$ 2,576	\$ 156,805
<b>Total</b>	<b><u>\$ 154,229</u></b>	<b><u>\$ 2,576</u></b>	<b><u>\$ 156,805</u></b>

On May 26, 2005 the City issued bonds in the amount of \$2,600,000 to be used for the community center construction project. The principal and interest payments (based on variable interest rates) are to be repaid in variable amounts, increasing each year until the bonds are paid.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 110,500	\$ 85,696	\$ 196,196
2013	114,500	81,055	195,555
2014	118,500	76,246	194,746
2015	123,000	71,269	194,269
2016	127,500	67,216	194,716
2017 – 2025	<u>1,411,000</u>	<u>322,882</u>	<u>1,733,882</u>
<b>Total</b>	<b><u>\$ 2,005,000</u></b>	<b><u>\$ 704,364</u></b>	<b><u>\$ 2,709,364</u></b>

# Debt Service

On April 21, 2010, the City issued bonds in the amount of \$1,400,000. The bond proceeds were used to liquidate the deficit arising from the unfunded portion of the State Retirement and Pension System which covers prior and current employees. The principal is to be repaid with quarterly payments of \$41,813 at an interest rate of 3.59%. The final payment is due April 21, 2020.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 122,890	\$ 44,361	\$ 167,251
2013	127,361	39,890	167,251
2014	131,996	35,255	167,251
2015	136,799	30,452	167,251
2016	141,776	25,475	167,251
2017-2020	<u>620,603</u>	<u>48,401</u>	<u>669,004</u>
<b>Total</b>	<b><u>\$ 1,281,425</u></b>	<b><u>\$ 223,834</u></b>	<b><u>\$ 1,505,259</u></b>

In June 2004, the City entered into a Community Legacy Program Loan Agreement with the Maryland Department of Housing and Community for an unsecured loan of up to \$300,000 for the construction of a multi-level public parking structure in the Old Town business district. This Agreement was amended in June 2008, and funds were reallocated for other parking related improvements. The City received loan proceeds in the amount of \$150,000 in Fiscal Year 2010. The interest rate is zero percent, and the entire principal of \$150,000 is deferred until June 2022.

On July 27, 2010, the City issued bonds in the amount of \$1,500,000. The bond proceeds will be used for the design and renovation of the Public Works Facility. The principal and interest payments are to be

repaid semi-annually each year based upon an interest rate of 2.97% until the bonds are paid. Annual payments of approximately \$170,000 began December 15, 2010. The final payment is due June 30, 2020.

The annual installments for the repayment of the bonds as of June 30, 2011 are as follows:

<u>Fiscal Years</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$ 135,000	\$ 40,838	\$ 175,838
2013	140,000	36,828	176,828
2014	145,000	32,670	177,670
2015	150,000	28,363	178,363
2016	155,000	23,909	178,909
2017-2020	<u>650,000</u>	<u>49,005</u>	<u>699,005</u>
<b>Total</b>	<b><u>\$1,375,000</u></b>	<b><u>\$ 211,613</u></b>	<b><u>\$ 1,586,613</u></b>

## Capital Lease

The City entered into a capital lease agreement for the purchase of equipment. The equipment underlying this agreement is police vehicles with an original cost of \$220,029. The minimum lease payments as of June 30, 2011 are as follows:

<u>Fiscal Year</u>	<u>Police Equipment</u>
2012	<u>\$ 49,321</u>
Total payments	49,321
Interest portion	<u>(2,814)</u>
<b>Present value of lease payments</b>	<b><u>\$ 46,507</u></b>

# Non-Departmental

## Non-Departmental Summary

Source of Funds	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
General Fund	2,421,020	941,817	962,981	905,790
<b>Total</b>	<b>2,421,020</b>	<b>941,817</b>	<b>924,981</b>	<b>905,790</b>

Dept. Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Employee Recognition	9,349	16,000	16,000	15,000
Other Fringe Benefits	26,903	115,956	55,000	132,700
State Retirement Plan Deficit Repayment	1,623,360	-	-	-
Worker's Compensation Insurance	334,730	335,000	482,000	280,000
<b>Personnel Subtotal</b>	<b>1,994,342</b>	<b>466,956</b>	<b>553,000</b>	<b>427,700</b>
Supplies	4,166	5,000	-	1,000
Services and Charges	163,802	132,900	115,223	121,000
Miscellaneous	258,710	336,961	256,758	356,090
<b>Department Total</b>	<b>2,421,020</b>	<b>941,817</b>	<b>924,981</b>	<b>905,790</b>

## Supplemental Information:

Measurement	Actual FY10	Estimated FY11	Proposed FY12
Number of auto liability insurance claims	14	10	10
Number of general liability insurance claims	12	1	2
Number of police liability insurance claims	1	1	1
Number of public official insurance claims	0	1	1
Number of property insurance claims	0	4	3
Number of worker's compensation insurance claims	32	20	15
Number of residents benefiting from City local supplement to the State Homeowner Property Tax Credit	157	160	160

# Non-Departmental

## Department Summary

### Department Overview:

This budgetary unit provides for the cost of government services that are not directly attributable to a specific City department. These items include liability and property insurance coverage, employee training, and support of City boards and commissions. Other non-departmental expenditures include the contingency monies set aside as required by the City Charter.

### Adopted to Estimated Actual FY11:

- Departmental expenditures are expected to be \$16,836 lower than budget.
- The variance is attributable to decreases in other fringe benefits (unemployment taxes, health benefits) and contractual services.

### FY12 Budget Highlights:

- Departmental expenditures are \$36,027 lower — a decrease of 3.8 percent — compared to budgeted expenditures for FY11. Lower insurance and workers' compensation costs are expected for FY 12.
- Approximately 47 percent of departmental expenditures are personnel related, including the cost of workers' compensation insurance. None of these costs relate to FTEs.
- Services and charges account for about 13 percent of departmental expenditures. Expenditures accounted for in this category include the City's cost for liability, property, auto, and other types of insurance coverage (\$101,000).

- Approximately 39 percent of expenditures are categorized as miscellaneous. The cost of the City's local supplement to the State Homeowner's Property Tax Credit (\$160,000) is reflected in this classification. As required by the City Charter, one-half of one percent of revenues (\$97,090) is set aside as a general contingency account to cover unexpected operating expenses during the fiscal year. This category also includes \$20,000 for employee training. Other expenditures included in the miscellaneous category are the City's tuition reimbursement program (\$15,000), financial support for the Independence Day Committee (\$12,500) and the Crossroads Farmer's Market (\$15,000), and other community grants (\$14,500). Funding in the amount of \$15,000 is allocated for emergency assistance services provided through the City's contractual arrangement with Ministries United Silver Spring Takoma Park.

# CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2012 - 2016

EQUIPMENT		FY12	FY13	FY14	FY15	FY16
<b>Police - Vehicles</b>						
Patrol Cars	ERR	\$ 170,615	\$ 164,380	\$ 213,442	\$ 263,814	\$ 271,599
Parking Enforcement Vehicle	ERR			\$ 20,300		
<b>Police - Equipment</b>						
Field Radio Equipment	SCF	\$ 49,000	\$ 49,000	\$ 407,000		
Mobile Computers	SCF	\$ 16,800	\$ 17,300	\$ 17,823	\$ 18,358	\$ 18,912
Communication Office Radio Consoles	ERR		\$ 32,000			
Voice Recorder System	ERR		\$ 24,345			
<b>Public Works - Vehicle</b>						
Pickup Trucks (#213 & #172)	ERR		\$ 35,000	\$ 24,800		
City Engineer Car	ERR		\$ 20,000			
Building Maintenance Car	ERR		\$ 23,000			
Building Maintenance Van	ERR					\$ 21,000
<b>Public Works - Equipment</b>						
Leaf Grinder	ERR	\$ 182,500				
Leaf Collection Vacuums	ERR	\$ 17,000				\$ 19,500
Chipper	ERR	\$ 36,000				
Asphalt Paver & Miller	GF	\$ 106,000				
Crackfilling Machine	ERR		\$ 38,900			
Vehicle Lift 2	ERR		\$ 10,000			
Transmission Fluid Exchanger	ERR		\$ 8,100			
Oil Containment Center	ERR				\$ 9,000	
Vehicle Exhaust System	ERR				\$ 35,500	
Tractor	ERR				\$ 30,000	
Leaf Box ( 1 of 6)	ERR				\$ 5,000	
Steam Cleaner	ERR					\$ 8,500
Genisys Master Diagnostic	ERR					\$ 6,050
<b>Departmental - Vehicles</b>						
Minivan	ERR		\$ 32,000			
Administrative Pool vehicle	ERR			\$ 28,000		

## CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2012 - 2016

Information Technology		FY12	FY13	FY14	FY15	FY16
Servers - replace 6	ERR	\$ 55,000				
Closed Circuit TV	ERR					\$ 14,000
Library Useful Software - 3 year replacement	ERR	\$ 32,893			\$ 36,000	
Fiber Connectivity	SRF	\$ 150,000				
House Phone System Replacement	ERR			\$ 120,000		
Document Imaging Management System	GF			\$ 40,000		\$ 26,000
Door Security and Software	ERR					\$ 30,000
<b>SUBTOTAL - EQUIPMENT</b>		\$ 815,808	\$ 454,025	\$ 871,365	\$ 397,672	\$ 415,561

STREETS AND SIDEWALKS		FY12	FY13	FY14	FY15	FY16
Street Light Upgrade	SCF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Street Rehabilitation	GF	\$ 405,193	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Holton Lane Gateways	SRF				\$ 90,000	
Holton Lane Gateways	GF		\$ 30,000		\$ 30,000	
Neighborhood Commercial Center Improvements	GF			\$ 150,000		
Flower Avenue Green Street Project	GF	\$ 163,000	\$ 546,000			\$ 200,000
ADA Sidewalk Retrofit Project	SCF	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
New Sidewalk Design and Construction	SCF	\$ 575,000				
Ritchie Avenue Traffic Calming	SCF	\$ 130,000				
Other Traffic Calming Work	SCF	\$ 30,000				
Piney Branch Site Improvements	SRF	\$ 50,000				
Safe Routes to School	SRF	\$ 135,500				
Ethan Allen Gateway Streetscape	SCF	\$ 80,000	\$ 210,000			
Ethan Allen Gateway Streetscape	SRF		\$ 345,000			
<b>SUBTOTAL -STREETS</b>		\$ 1,888,693	\$ 1,951,000	\$ 970,000	\$ 940,000	\$ 1,020,000

PARKS		FY12	FY13	FY14	FY15	FY16
Ziegler Ballfield Renovation	SRF	\$ 60,000				
Ziegler Ballfield Renovation	GF Transfer SRF	\$ 20,000				
<b>SUBTOTAL - PARKS</b>		\$ 80,000	\$ -	\$ -	\$ -	\$ -

## CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2012 - 2016

FACILITIES		FY12	FY13	FY14	FY15	FY16
<b>Public Works</b>						
Facility Renovation	GF	\$ 89,940				
Roof Replacements	ERR	\$ 80,000				
<b>Community Center</b>						
EECDBG- Energy Efficiency Grant - Project	SRF	\$ 93,000				
EECDBG- Energy Efficiency Grant - Project	GF Transfer SRF	\$ 27,000				
<b>Library</b>						
Air Handler #1	ERR	\$ 45,150				
New Carpet - Public areas	ERR		\$ 40,000			
A/C System	ERR					\$ 20,000
<b>SUBTOTAL-FACILITIES</b>		\$ 335,090	\$ 40,000	\$ -	\$ -	\$ 20,000

STORMWATER MANAGEMENT		FY12	FY13	FY14	FY15	FY16
Prince Georges/Circle Ave Bio-retention	SW	\$ 25,000				
Wabash Avenue Filtration and Stabilization Project	SW	\$ 25,000				
Poplar Mill/ Sligo Mill Debris Removal	SW	\$ 50,000				
Ritchie Avenue Bioretention Circle	SW	\$ 111,000				
Grant Avenue bio-retention	SW		\$ 25,000			
Allegheny Avenue and Second Avenue line relocation	SW		\$ 45,000			
Sligo Mill/Poplar Mill restoration	SW		\$ 30,000			
Maplewood and Maple Avenue	SW			\$ 25,000		
Baltimore Avenue Culvert	SW			\$ 30,000		
Sligo Mill Poplar Mill	SW			\$ 45,000		
Larch Avenue and Devonshire Bio-Retention	SW				\$ 25,000	
Pipe Realignment	SW				\$ 45,000	
Sligo Mill/ Poplar Mill restoration	SW				\$ 30,000	
Eastern Avenue and Tulip Avenue	SW					\$ 30,000
Hayward Avenue and Larch Avenue	SW					\$ 40,000
Larch Avenue and Glazewood Avenue	SW					\$ 30,000
<b>SUBTOTAL - STORMWATER MANAGEMENT</b>		\$ 211,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

## CAPITAL IMPROVEMENT PROGRAM - FISCAL YEARS 2012 - 2016

		<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
CIP Total – Items funded by Equipment Replacement Reserve	ERR	\$ 619,158	\$ 427,725	\$ 406,542	\$ 379,314	\$ 390,649
CIP Total – Items funded by General Fund – Capital Outlay	GF	\$ 764,133	\$ 1,076,000	\$ 690,000	\$ 530,000	\$ 726,000
CIP Total – Items funded Through General Fund Operating Transfer to	GF Transfer SRF	\$ 47,000	\$ -	\$ -	\$ -	\$ -
CIP Total – Items funded Through Speed Camera Program Fund	SCF	\$ 1,200,800	\$ 596,300	\$ 744,823	\$ 338,358	\$ 338,912
CIP Total – Items funded by Special Revenue Funds	SRF	\$ 488,500	\$ 345,000	\$ -	\$ 90,000	\$ -
CIP Total Stormwater Fund	SW	\$ 211,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>CIP GRAND TOTAL</b>		<b>\$ 3,330,591</b>	<b>\$ 2,545,025</b>	<b>\$ 1,941,365</b>	<b>\$ 1,437,672</b>	<b>\$ 1,555,561</b>

### Legend

GF – General Fund

ERR – Equipment Replacement Reserve

SRF – Special Revenue Fund

CCF – Community Center Fund

SCF – Speed Camera Fund

SW – Stormwater Fund

# Stormwater Management Fund

## Fund Summary

Fund Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Stormwater Management	493,608	535,214	543,978	498,511
<b>Fund Total</b>	<b>493,608</b>	<b>535,214</b>	<b>543,978</b>	<b>498,511</b>

Fund Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Wages	60,280	59,758	60,013	59,758
Fringe Benefits	16,233	18,126	16,787	20,753
<b>Personnel Subtotal</b>	<b>76,513</b>	<b>77,884</b>	<b>76,800</b>	<b>80,511</b>
Supplies	1,199	103,000	103,793	133,000
Services and Charges	124,339	74,000	75,385	74,000
Capital Outlay	291,557	280,330	288,000	211,000
<b>Fund Total</b>	<b>493,608</b>	<b>535,214</b>	<b>543,978</b>	<b>498,511</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	0.75	0.75	0.75	0.75
FTEs without benefits	-	-	-	-
<b>Fund Total</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

Position Title	Adopted FY10	Adopted FY11
City Engineer	0.50	0.50
Administrative Assistant	0.25	0.25
<b>Fund Total FTEs</b>	<b>0.75</b>	<b>0.75</b>

# Stormwater Management Fund

## Fund Overview:

The City is responsible for providing stormwater management services, including the construction, maintenance, and repair of storm drains, inlets, channels, and ditches. These services, which are directed by the Public Works Department, also include ensuring compliance with state and federal requirements for erosion and pollution control associated with stormwater run-off. The Stormwater Management Fund accounts for revenue and expenditure activity related to stormwater management.

All property owners in the City pay a fee that is based on the amount of impervious surface on the property. Each single-family residential dwelling unit is billed at a flat rate equal to the average amount of impervious surface on a single-family lot (1,228 square feet). For FY12, this rate is \$48.

## Adopted to Estimated Actual FY11:

- Expenditures are expected to be \$8,764 more than budget.
- The variance is attributable to a small project to address sedimentation problems at the Community Center flood wall trench.

## FY12 Budget Highlights:

- Fund expenditures are \$36,703 lower — a decrease of 6.9 percent — compared to budgeted expenditures for FY11.
- The budgetary decrease is attributable to lower costs for the planned projects.
- Fund FTEs remain unchanged.
- Approximately 16 percent of fund expenditures are personnel related.
- Supplies represent about 27 percent of fund expenditures.
- Services and charges represent about 15 percent of fund expenditures.

- Capital expenditures total \$211,000, or about 42 percent of fund expenditures.

## Management Objectives:

- Provide TV inspection and cleaning of one-third of the stormwater system on an annual basis.
- Maintain list of known system problems. Schedule repair of system defects as funding becomes available.
- Plan and implement additions to the stormwater system to enhance bio-retention and infiltration of stormwater to maximize improvements to water quality as well as manage water quantity.
- Develop programs to meet the NPDES requirements, including water quality testing of 100 percent of outfalls with dry weather flow on an annual basis.

## Performance/Workload Measures:

Measurement	Actual FY10	Estimated FY11	Projected FY12
Number of stormwater permits issued	4	6	6
Number of stormwater concept plans reviewed	4	7	7
Number of waivers granted	-	-	-
Linear feet of line inspected and cleaned	12,580	18,000	20,000
Number of inlets cleaned	70	40	50
Number of emergency cleaning calls	3	4	4
Number of repaired inlets	4	9	6
Number of pavement or grade corrections for drainage	8	7	6
Linear feet of pipe replaced	50	175	80
Number of new inlets constructed	3	6	3
Linear feet of new pipe	-	300	400
Square feet of infiltration trenches constructed	2,435	1,700	1,200

# Special Revenue Funds

## Project Descriptions

### General Government

#### **Cable Equipment Grants \$245,000**

Capital equipment grant funds are based on the City's franchise agreements with Comcast, RCN (formerly Starpower), and Verizon. The Comcast grant provides a fixed amount on an annual basis over the life of the 15-year franchise agreement. The RCN and Verizon grants are based on a percentage of revenues. The monies are earmarked for capital expenditures to support the City's access channel. In FY 2012, funds will be expended on the continued digital upgrades, and fiber connectivity.

#### **Bank Charges for Special Revenue Funds \$500**

Operating transfer from General Fund to pay for bank charges for maintenance of Special Revenue Funds account.

### Housing and Community Development

#### **Crossroads Farmer's Market \$31,500**

Bi-lingual marketing and educational initiative designed to improve access to fresh and locally grown foods, increase awareness of the nutritional benefits of fresh food and to promote use of WIC and food stamps for fresh food. Funding provided by the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY36-37).

#### **Manna Food Center Food Distribution \$5,000**

Programming provides for the weekly distribution of food to low and moderate income households and to elementary school students. Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program, administered by the Montgomery County Department of Housing and Community Affairs (PY35 and PY36).

#### **Community Legacy Grant (2011) – Historic Takoma, Inc. \$62,500**

Project provides for the renovation of Historic Takoma, Inc.'s Takoma Junction headquarters. Funds were awarded by the Maryland Department of Housing and Community Development through its Community Legacy Program (FY 2011).

#### **Community Legacy Grant (2011) – Main Street Façade Grants \$41,500**

Provision of façade grants for commercial buildings located within the Main Street Takoma area. Funds were awarded by the Maryland Department of Housing and Community Development, through its Community Legacy Program (FY 2011).

#### **Commercial Façade Easement Program \$60,000**

Purchase of easements from qualified commercial property owners for various façade improvements, sign repair and replacement, and other related site improvements in CDBG eligible census tracts. Funding is provided by the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program, and administered by the Montgomery County Department of Housing and Community Affairs. (PY37)

#### **Safe Routes to School \$117,310**

Implementation of a variety of initiatives designed to increase the number of school age children who walk to and from school. Programming includes consultant services, pedestrian counts, bicycle and pedestrian workshops and other educational programming. Funding provided by the Maryland Highway Safety Program's Safe Routes to School Program (Program Year B, C and D).

### Public Works

#### **Community Legacy Grant (2010) – Piney Branch \$50,000**

Grant funds awarded in support of the renovation of a commercial building located in Long Branch gateway to the City at the corner of Flower Avenue and Piney Branch Road. Eligible expenditures include

# Special Revenue Funds

## Project Descriptions

façade improvements, green expenditures and pedestrian facilities improvements. Funding provided by the Maryland Department of Housing and Community Development through its Community Legacy Program (FY 2010).

### **Safe Routes to School** **\$135,500**

Program includes funding for the design and construction of sidewalks identified in the Missing Sidewalk Study. Funding awarded by the Maryland Highway Safety Program's Safe Routes to School Program.(Program Year D)

### **Energy Efficiency Grant Project** **\$120,000**

The City has been awarded a grant in the amount of \$93,000 from the Maryland Energy Administration. The grant funding, supplemented by City funds of \$27,000 for design services, will be used to make energy efficient improvements to the Takoma Park Community Center. This project will entail the replacement of the existing Community Center chiller system with a high efficiency chiller and two air handling units. Programmable thermostats will be added for five existing roof top heat pump units.

## **Recreation**

### **Recreation Department Scholarships** **\$6,000**

Funding provided by the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) Program for need-based scholarships for before and/or after school care. Program administered by the Montgomery County Department of Housing and Community Affairs (PY35).

### **Ziegler Park** **\$80,000**

Restoration of the field area of Ziegler Park. Partial funding (\$60,000) provided by the State of Maryland, Department of Natural Resources, Program Open Space Program. City matching funds of \$20,000.

## **Police**

### **Homeland Security Grant – FFY 2009 SHSGP** **\$11,343**

This FFY 2009 State Homeland Security Grant Program (SHSGP) funding from the Federal Department of Homeland Security (DHS), is allocated to the State of Maryland, then sub-granted to Montgomery County and shared with the City by Memorandum of Understanding. Projects earmarked by the Police Department for these funds include a mobile fingerprint identification system used to identify known offenders in a field setting, and a wireless video surveillance camera system useful in addressing chronic problems in locations in which tactical surveillance is not a viable option. This grant was in the FY 2011 budget, but the funds were not expended in that year. Some of the equipment was loaned to the City by Montgomery County, pending technology development that will allow us to purchase upgraded models in the coming year.

### **Homeland Security Grant – FFY 2010 SHSGP** **\$7,540**

FFY 2010 State Homeland Security Grant Program (SHSGP) funding from DHS, is distributed via the State and Montgomery County. The Police Department has indicated its intent to spend the funds on ballistic rifle plates providing a limited level of protection in certain tactical situations against rifled weapons. The funds will go towards the purchase of five sets of body armor.

### **Byrne Justice Assistance Grant FFY 2009 Award** **\$12,782**

The amount of \$12,782 is the FFY 2009 award funds that were not expended in FY 2011. Remaining funds in this award will be used to cover the costs of the salary and fringe benefits for a half-time research and planning position in the Police Department. The employee coordinates policy development and implementation.

# Special Revenue Funds

## Project Descriptions

### **Byrne Justice Assistance Grant FFY 2010 Award**

**\$14,132**

Funds will be used in FY 2012 to pay the costs of the salary and fringe benefits for a half-time research and planning position in the Police Department. This employee coordinates policy development and implementation.

### **Gang Initiative – Montgomery County**

**\$24,434**

The City entered into an agreement with Montgomery County to assign one officer to this program in FY 2011, for a period of one year. Funding was provided via an earmark to the University of Maryland Public Safety Training and Technical Assistance Program. The funding covers the position starting October 1, 2010 and extends through the first quarter of FY 2012.

# Speed Camera Fund

## Fund Summary

Fund Expenditures	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
Speed Camera Fund	1,316,227	2,022,166	1,758,455	2,280,778
<b>Fund Total</b>	<b>1,316,227</b>	<b>2,022,166</b>	<b>1,758,455</b>	<b>2,280,778</b>

Fund Expenditures by Type	Actual FY10	Adopted FY11	Estimated FY11	Adopted FY12
Wages	68,593	180,190	175,838	231,686
Fringe Benefits	9,028	92,676	89,661	124,192
Overtime	23,221	30,000	14,000	20,000
Clothing Allowance	-	-	-	3,000
<b>Personnel Subtotal</b>	<b>100,842</b>	<b>302,866</b>	<b>279,499</b>	<b>378,878</b>
Supplies	62	100	-	100
Services and Charges	806,811	626,000	625,756	626,000
Miscellaneous	91,384	93,200	93,200	140,800
Capital Outlay	317,128	1,000,000	760,000	1,135,000
<b>Fund Total</b>	<b>1,316,227</b>	<b>2,022,166</b>	<b>1,758,455</b>	<b>2,280,778</b>

Staffing Summary by Position Type (FTEs)	Actual FY10	Adopted FY11	Estimated FY11	Proposed FY12
FTEs with benefits	2.75	3.00	3.00	3.75
FTEs without benefits	-	-	-	-
<b>Fund Total</b>	<b>2.75</b>	<b>3.00</b>	<b>3.00</b>	<b>3.75</b>

Position Title	Adopted FY11	Proposed FY12
Police Officer	1.00	1.75
Traffic Officer	1.00	1.00
Photo Enforcement Analyst	1.00	1.00
<b>Fund Total FTEs</b>	<b>3.00</b>	<b>3.75</b>

# Speed Camera Fund

## Fund Overview:

The Speed Camera Fund was established in Fiscal Year 2009 to account for financial transactions related to the City's speed camera program. The goal of the program is to reduce speeding in an effort to prevent accidents and reduce injuries and fatalities. The City's speed camera program went into effect on April 1, 2009.

## Adopted to Estimated Actual FY11:

- Fund expenditures are expected to be \$263,711 lower than projected.
- This variance is attributable to less than anticipated overtime costs and capital outlay expenditures.

## FY12 Budget Highlights:

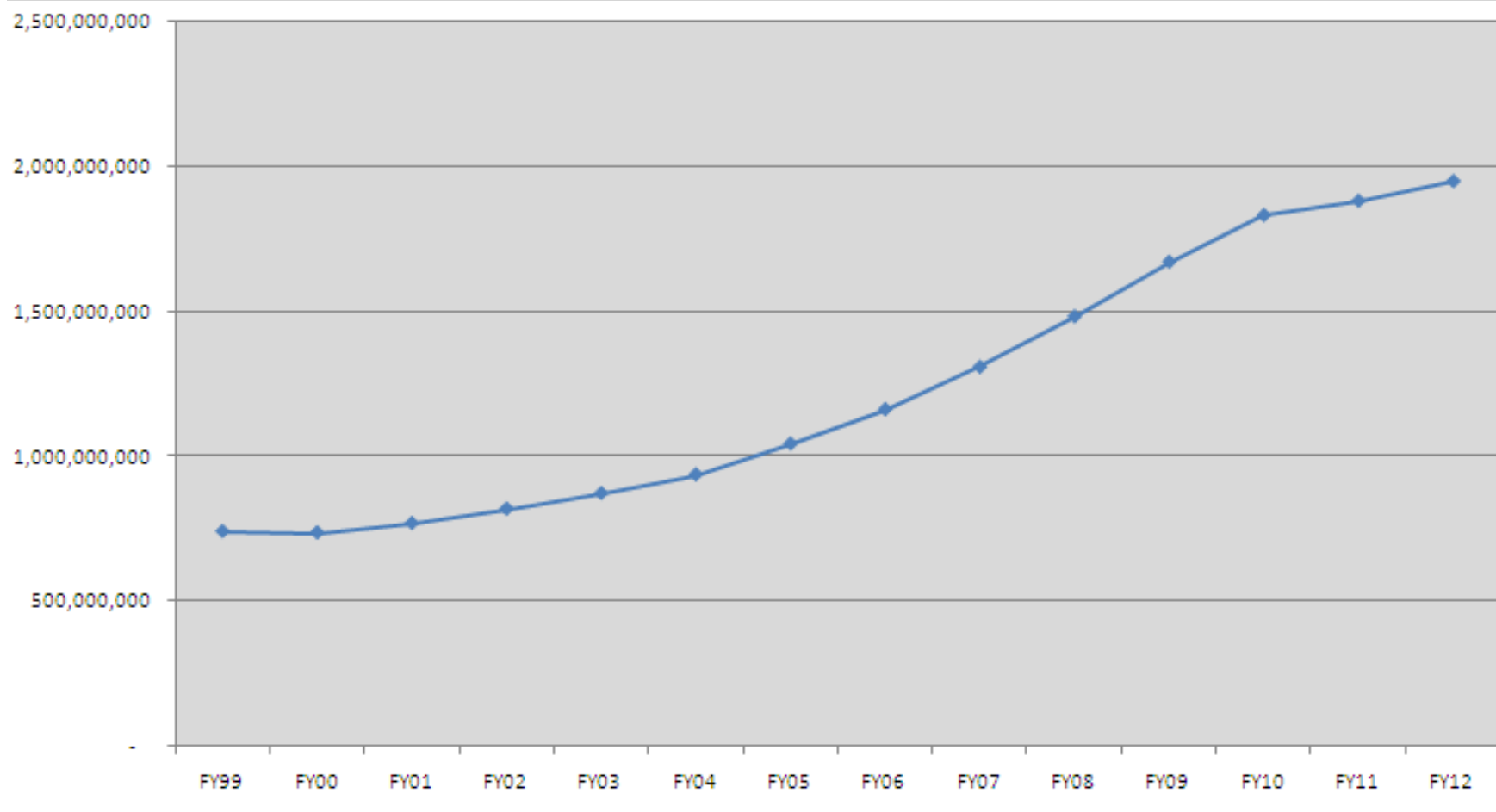
- Fund expenditures are \$258,612 higher — an increase of 12.8 percent — compared to budgeted expenditures for FY11.
- The variance is attributable to an increase in the number of capital projects and the purchase of additional police equipment. Personnel costs also increase due to the addition of another employee in the second quarter of FY12.
- FTEs increase 0.75.
- Personnel costs represent 17 percent of fund expenditures. In addition to the salary and benefit costs associated with the assigned staff members, funding is allocated for overtime associated with special traffic enforcement details by the Police Department.
- Services and charges represent about 27 percent of fund expenditures. This category includes the cost for the City's contract with ACS State and Local Solutions, Inc. for the maintenance of the speed cameras and for ticket processing.

- Miscellaneous costs represent about six percent of fund expenditures. This category includes the cost for the acquisition of police equipment items such as mobile computers, field radios, and in-car video cameras.
- Capital Outlay expenditures are budgeted at \$1,135,000 and represent 50 percent of fund expenditures. The majority of the funding is earmarked for the design and installation of new sidewalks (\$575,000), sidewalk retrofit work for compliance with the Americans with Disabilities Act (\$300,000) and traffic calming projects (\$160,000).



## City of Takoma Park

### Assessed Value of Real Property



### Fiscal Year

Prior to FY 2002, real property was assessed at 40% of estimated full value. Pursuant to a change in State law, the FY 2002 assessed values reflect the conversion to full value assessment of real property.